

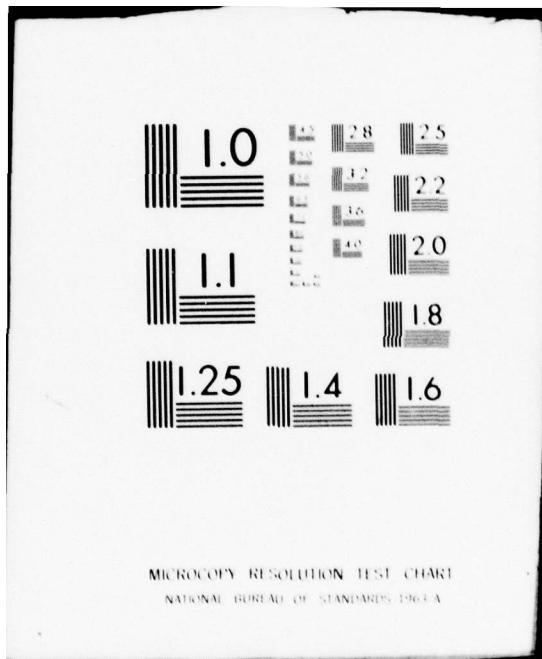
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MANPOWER REQUIREMENTS REPORT FOR FY 1980. (U)
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REQUIREMENT REPORT FOR FY 1980

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SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		
1. REPORT NUMBER None	2. GOVT ACCESSION NO.	3. RECIPIENT'S CATALOG NUMBER
4. TITLE (and Subtitle) ⑥ Manpower Requirements Report for FY 1980.		5. TYPE OF REPORT & PERIOD COVERED Final, FY 1980
7. AUTHOR(s) ⑦ Final rept.		6. PERFORMING ORG. REPORT NUMBER
9. PERFORMING ORGANIZATION NAME AND ADDRESS Manpower Management, OASD(PM), OASD(MRA&L), OSD, Pentagon, Washington, D. C. 20301		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS
11. CONTROLLING OFFICE NAME AND ADDRESS		12. REPORT DATE ⑪ February 1979
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office) ⑫ 303p.		13. NUMBER OF PAGES 306
16. DISTRIBUTION STATEMENT (of this Report) Distribution unlimited.		15. SECURITY CLASS. (of this report) UNCLASSIFIED
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) This report is the Defense Manpower Requirements Report for FY 1980 submitted to Congress in compliance with Section 138(C)(3) of Title 10, United States Code.		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) This report recommends the annual active duty end strength level for each com- ponent of the armed forces for the next fiscal year and the annual civilian personnel end strength level for each component of the Department of Defense for the next fiscal year, and includes justification for the strength levels- recommended and an explanation of the relationship between the personnel strength levels recommended for that fiscal year and the national security policies of the United States in effect at the time.		

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MANPOWER REQUIREMENTS REPORT

FOR

FY 1980

Prepared by

Office of the Assistant Secretary of Defense

(Manpower, Reserve Affairs and Logistics)

February 1979

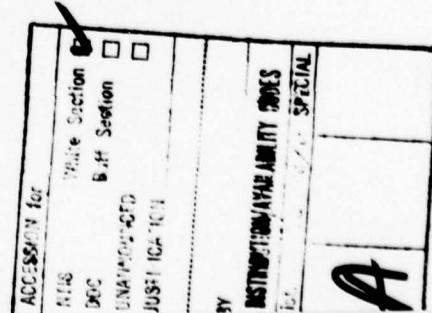
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FY 1980 DEFENSE MANPOWER REQUIREMENTS REPORT

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PART A - Defense Manpower Requirements

Part A presents a summary of the Department of Defense Manpower Program for the Fiscal Years 1980 and 1981. It describes each of the Defense Planning and Programming Categories (DPPC) and the essential elements of US defense policy from which manpower requirements are determined. It also summarizes manpower requirements for each DPPC.

- Chapter I - Introduction
- Chapter II - Summary of Defense Manpower Requirements
- Chapter III - Manpower and US National Security
- Chapter IV - Strategic
- Chapter V - Tactical/Mobility
- Chapter VI - Auxiliary Activities
- Chapter VII - Support Activities
- Chapter VIII - Individuals

CHAPTER I

INTRODUCTION

The Secretary of Defense hereby submits to the Congress the Defense Manpower Requirements Report for FY 1980 in compliance with Section 138(c)(3) of title 10, United States Code.

This report should be read and used along with the following related Defense Department reports:

- The Report of Secretary of Defense Harold Brown to The Congress on the FY 1980 Budget, FY 1981 Authorization Request and FY 1980-84 Defense Programs.
- The FY 1980 Military Manpower Training Report.

This chapter discusses the following general topics:

- Reporting requirement.
- Content and organization of the report.
- Reserve components.
- Manpower strengths.
- The Defense Planning and Programming Category (DPPC) language used throughout the report.

A. Reporting Requirement

Section 138(c)(3) of title 10, United States Code states in part that:

"The Secretary of Defense shall submit to the Congress a written report, not later than February 15 of each fiscal year, recommending the annual active duty end strength level for each component of the Armed Forces for the next fiscal year and the annual civilian personnel end strength level for each component of the Department of Defense for the next fiscal year, and shall include in that report justification for the strength levels recommended and an explanation of the relationship between the personnel strength levels recommended for that fiscal year and the national security policies of the United States in effect at the time."

This law was amended by Public Law 94-361, The Defense Appropriation Authorization Act For FY 1977, as follows:

"Such report shall also identify, define, and group by mission and by region the types of military bases, installations, and facilities and shall provide an explanation and justification of the relationship between this base structure and the proposed military force structure together with a comprehensive identification of base operation support costs and an evaluation of possible alternatives to reduce such costs."

Senate Armed Services Committee Report 93-385 requested a report on reserve manpower at the same time and in the same format as the statutory report on active duty strengths. These two reports have been consolidated to explain more fully total Force manpower programming for the Department.

B. Content and Organization of the Report

The report includes the Department of Defense manpower requests for active military, Selected Reserve, and civilian strengths incorporated in the President's Budget for FY 1980. To assist Congress in considering authorizing legislation for FY 1981, the report also includes strengths requested by the Department of Defense for that fiscal year.

The report is organized into three major parts plus two annexes which are submitted separately.

Part A. Defense Manpower Requirements (Chapters I through VIII). Chapter I provides an introduction to the report while Chapter II summarizes the report. Chapter III is a brief overview of national security policy and its relationship to the defense manpower program. Chapters IV through VIII describe manpower requirements for each major Defense Planning and Programming Category across all military services. Major changes in manpower associated with each category are explained.

Part B. Manpower Requirements by Component (Chapters IX through XIII). This part contains chapters for the military services and the defense agencies. This permits the reader to examine the manpower requirements of each Service and Defense Agency.

Part C. Special Analyses (Chapters XIV through XVIII). This part contains special analyses of five subjects related to the Defense manpower program. Chapter XIV discusses the cost of manpower. Chapter XV addresses women in the military. Chapter XVI presents a review of the productivity program within the Department and Chapter XVII contains an audit trail of the structure changes within the Defense Planning and Programming Categories (DPPC) that have occurred since the FY 1979 DMRR. Chapter XVIII provides information on security assistance manpower, the majority of which is funded by foreign governments through the Foreign Military Sales Program. These special analyses chapters are included because of special interest or request by the Congress.

Base Structure Annex. The Department will submit a Base Structure Annex in compliance with the reporting requirement. This annex will relate our FY 1980 base structure to the force structure for that period and will provide estimates of base operating support costs. The Base Structure Annex will be forwarded to the Congress by separate transmittal.

Unit Annex. As requested by the Senate Armed Services Committee, a Unit Annex is provided which describes the planned allocation of manpower to specific types of units within the force. The Unit Annex also will be forwarded to the Congress by separate transmittal.

C. Reserve Components

In accordance with the Total Force Policy, this report presents in a single volume all Defense manpower requirements requiring annual Congressional authorization, including those for the Selected Reserve. It is essential that the manpower requirements of the Reserve components be considered together with, and on the same basis as, requirements for active military and civilian manpower. Thus, Reserve component fiscal year end strengths are provided in addition to the normal average strengths.

Reserve component manpower is divided into three categories: the Standby Reserve, the Retired Reserve, and the Ready Reserve. The Standby Reserve consists of members who have completed active duty and/or Ready Reserve portions of their statutory six-year military obligation or those who choose to remain in the Standby Reserve. The Retired Reserve consists of former members of either the active components or the Ready Reserve who have retired and have transferred to the Retired Reserve. Members of the Standby and Retired Reserves do not generally participate in reserve training or readiness programs. They may be mobilized by authority of Congress.

The Ready Reserve is the major source of manpower augmentation for the active force. It comprises two elements: the Selected Reserve and the Individual Ready Reserve. The Selected Reserve consists of units organized, equipped, and trained to perform a wartime mission and of selected individual augmentees. Members of the Selected Reserve train with their units throughout the year and participate annually in active duty training.

The Individual Ready Reserve generally consists of personnel who have served recently in the active forces or Selected Reserve and have some period of obligated service remaining on their contract. The majority of the members in the Individual Ready Reserve do not participate in organized training.

The Reserve component manpower requested in this report is limited to that of the Selected Reserve, since it is authorized by Congress.

D. Manpower Strengths

The manpower figures used in this report reflect strengths as of the end of a fiscal year. This is the number of people on, or expected to be on, departmental rolls or receiving drill pay at that time.

In the manpower authorization request (Chapter II), we show average strengths for the Reserve components in addition to fiscal year end strengths. This complies with the congressional decision in 1975 ^{1/} to continue authorizing Reserve component manpower by average strength rather than by fiscal year end strength as is done for active military and civilian manpower.

E. Time Periods

The time periods used in this report are:

<u>Fiscal Year</u>	<u>End Date</u>	<u>Manpower Data</u>
FY 1978	Sep 30, 1978	Actual strength
FY 1979	Sep 30, 1979	Planned strength re-
FY 1980	Sep 30, 1980	flected in President's FY 1980 Budget
FY 1981	Sep 30, 1981	Planned strength

F. Defense Planning and Programming Categories

The language used throughout this report to describe and explain defense manpower requirements is the Defense Planning and Programming Categories (DPPC).

The DPPC are based on the same program elements as the ten Major Defense Programs. The Major Defense Programs aggregate, for each Program, all the resources which can be reasonably associated with the "output" of that program. For example, the Strategic Program includes not only the bomber squadrons but the base support personnel which sustain these units. The DPPC, on the other hand, aggregate activities performing similar functions. For example, base support is given separate visibility. Each approach has utility for the management of resources; however, the DPPC system is particularly well suited for explaining how manpower resources are used. The DPPC are listed below.

^{1/} House Report 94-413, July 26, 1975, pp. 60-61.

DEFENSE PLANNING AND PROGRAMMING CATEGORIES

1. Strategic

Offensive Strategic Forces
Defensive Strategic Forces
Strategic Control and Surveillance Forces

4. Support Activities

Base Operating Support
Medical Support
Personnel Support
Individual Training
Force Support Training
Central Logistics
Centralized Support Activities
Management Headquarters
Federal Agency Support

2. Tactical/Mobility

Land Forces
Tactical Air Forces
Naval Forces
Mobility Forces

3. Auxiliary Activities

Intelligence
Centrally Managed Communications
Research and Development
Geophysical Activities

5. Individuals

Transients
Patients, Prisoners, and
Holdees
Trainees and Students
Cadets

Changes within the DPPC categories are made from year to year as the program elements upon which they are based are revised to meet the management needs of the military departments and functional managers on the OSD staff. These changes are kept to the minimum necessary. The changes that have occurred during the past year are documented in Chapter XVII.

CHAPTER II

SUMMARY OF DEFENSE MANPOWER REQUIREMENTS

This chapter presents the Department of Defense manpower request, provides an overview of manpower strength trends and explains the major strength changes which are contained in the manpower program presented in this report.

A. Manpower Request

As required by Section 138(c) of title 10, United States Code, the Department of Defense submitted to the Congress proposed legislation prescribing for Fiscal Years 1980 and 1981 the authorized end strengths for active duty military personnel, the authorized average strengths for the Selected Reserve, and the authorized end strength for civilian personnel (direct and indirect hire). The strength requests are as follows:

Active Duty Military Personnel (End Strength in Thousands)

	<u>FY 1980</u>	<u>FY 1981</u>
Army	774.0	774.0
Navy	528.0	528.0
Marine Corps	189.0	189.0
Air Force	559.0	559.0
Total	2,050.0	2,050.0

Note: Detail may not add due to rounding.

As required by law, the following table reflects the Department of Defense manpower request for the Selected Reserve expressed in average strengths. The table also includes the corresponding end strength and the appropriate wartime manning requirement as requested in House Report 93-1035, 10 May 1974.

Selected Reserve Manpower
(Thousands)

	<u>Average Strength</u>	<u>End Strength</u>	<u>Wartime Structure Strength</u>
	<u>FY80</u>	<u>FY81</u>	<u>FY80</u>
Army National Guard	355.7	368.0	364.7
Army Reserve	197.5	201.4	200.3
Naval Reserve	48.9	48.9	48.9
Marine Corps Reserve	33.7	33.7	33.7
Air National Guard	92.6	96.5	93.5
Air Force Reserve	57.4	58.6	57.2
DoD Total	785.7	807.0	798.2
			812.0
			960.1

Note: Detail may not add to totals due to rounding.

The Senate Armed Services Committee requested that the FY 1980 Defense Manpower Requirements Report separately identify the number of reserve personnel on active duty in support of the Reserve components (SASC Report 95-826, page 97). The requested information is on the following table that reflects the end strength of those personnel programmed to be on active duty in excess of 179 days. This full-time manpower is included in the Selected Reserve totals throughout this report beginning with FY 1980.

Full-Time Reserve Manpower
(End Strength in Thousands)

FY 80

Army National Guard	6.2
Army Reserve	4.3
Naval Reserve	0.2
Marine Corps Reserve	0.1
Air National Guard	1.6
Air Force Reserve	0.7
DoD Total	13.0

Note: Detail may not add to totals due to rounding.

Until the FY 1979 Authorization Act, Selected Reserve personnel on full-time duty other than for training, were not specifically addressed in the authorization process. In the FY 1979 Authorization Act, the Congress adjusted the Department's request to provide for a transition toward inclusion of these full-time reserve personnel in the active strength authorization. The FY 1980 authorization request submitted by DoD proposes an alternative method of reflecting these reserve personnel which the Department believes will meet the Congress' objectives without including them in the active authorization.

To provide the desired visibility and control, the Department proposed establishment of a separate section within the Reserve Forces title of the Authorizations Act setting forth the year-end number of Selected Reserve personnel on full time duty who are financed from the Reserve appropriations. This will avoid the need for reconciliation of the strengths that are in the authorization request with the number of people paid from the various appropriations. Unless funding for these reserve personnel is transferred to the active appropriations, which neither the Congress nor DoD support, such reconciliations would be required in order to assure consistency between the authorization and appropriation processes. Including these people in the Reserve Forces title will also help to fully identify the needs of the reserve program.

The Department requests authorization for total DoD direct and indirect hire civilian employment, military functions, for end FY 1980 and FY 1981 as follows:

Civilian Authorization Request 1/
Direct and Indirect Hires, Military Functions
End Fiscal Year Strength

	<u>FY 1980</u>	<u>FY 1981</u>
Total DoD	985,146	978,146

Note: For comparison, the civilian strength authorized for FY 79 by Public Law 95-485 is 1,005,500.

1/ Includes 60,981 (FY 1980) and 58,486 (FY 1981) National Guard and Reserve technicians who are also members of the Selected Reserve.

Consistent with Section 501(c) of Public Law 94-361, the DoD Appropriation Authorization Act for FY 1977, the requested civilian authorization includes full-time, part-time, intermittent, permanent, and temporary employees; it excludes the following three categories of DoD civilian employees:

1. Special Student and Disadvantaged Youth Programs. Excluded under this category are: Stay-in School Campaign, Temporary Summer Aid Program, Federal Junior Fellowship Program, and worker trainee opportunity programs. Employment in these categories, based on past experience, will be about 8,500 in FY 1980 and FY 1981.

2. National Security Agency employees are excluded for reasons of security, in accordance with Public Law 86-36.

3. Civil Functions. Excluded are employees performing civil functions administered by DoD including Corps of Engineer Civil Works; cemeterial activities; and the Wildlife Conservation Program. Civil

functions employment at the end of FY 1980 and FY 1981 is planned to be about 30,000.

The FY 1978 and FY 1979 Authorization Acts established a single DoD civilian authorization rather than separate authorizations for each DoD component. The Department strongly recommends this single authorization be continued.

The composition of the total DoD civilian request for FY 1980 is shown in the following table by component, direct and indirect hire.

Composition of Civilian Authorization Request for FY 1980

	<u>Direct Hire</u>	<u>Indirect Hire</u>	<u>Total</u>
Army	308,453	51,587	360,040
Navy	293,698	11,002	304,700
Marine Corps 1/	(16,579)	(3,060)	(19,639)
Air Force	227,471	13,929	241,400
Defense Agencies	<u>77,487</u>	<u>1,519</u>	<u>79,006</u>
Total DoD	<u>907,109</u>	<u>78,037</u>	<u>985,146</u>

1/ Marine Corps civilians included in Department of Navy strengths.

B. Manpower Overview

Military and civilian manpower strength trends are shown in the following tables.

Defense Employment
(End Strength in Thousands)

	<u>Actual</u>			<u>FY 80 Budget</u>	
	<u>FY 64</u>	<u>FY 68</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>					
Active	2,687	3,547	2,061	2,050	2,050
Selected Reserve	953	922	788	807	798 2/
<u>Civilian 1/</u>	<u>1,176</u>	<u>1,393</u>	<u>1,017</u>	<u>994</u>	<u>985</u>

1/ Direct and indirect hires.

2/ Includes full-time reservists on active duty, beginning in FY 80.

1. Active Military Strengths. The FY 1980 authorization request for active duty military personnel is 2,050,000. This request increases the manpower assigned to combat forces without increasing end strength. These improvements are achieved primarily by further economies in supporting functions, introduction of new equipment requiring fewer

people, contracting, and reductions in Individuals. The following table shows the planned shift in military manpower from supporting functions to combat forces over the FY 1978-1980 period.

Percent of Active Military Strength

	<u>Actual</u> <u>FY 78</u>	<u>FY 80 Budget</u>	
		<u>FY 79</u>	<u>FY 80</u>
Strategic/Tactical/Mobility Forces	51.0	51.3	51.4
Auxiliary and Support Activities	34.4	34.1	34.2
Individuals*	14.6	14.6	14.4
Total	100.0	100.0	100.0

*Includes trainees, students, cadets, transients, patients and prisoners.

Details of the force improvements and support reductions are in Section C of this chapter.

Highlights of the active military manpower trends by Service are as follows:

Army

The Army will continue to increase authorized manning in selected forward deployed units in Europe and continue the increased manning of CONUS combat units for which sets of equipment are prepositioned in Europe. Two maneuver battalions will be withdrawn from Korea. Four additional maneuver battalions, six combat electronic warfare battalions and increased artillery are also programmed.

Navy

The Navy's total active fleet will increase from 455 ships to 462 ships in FY 1980. Increases are in nuclear submarines and modern surface combatants. Reductions in obsolete and less capable ships take place. Carrier levels will remain constant at 13 while three nuclear attack submarines will be added. Eight Spruance class destroyers will be added along with five guided missile frigates, two guided missile cruisers, and one amphibious assault ship.

The Navy's active military manpower program increases in the Individuals accounts due to increased accession requirements. Details are in the Navy chapter.

Marine Corps

The Marine Corps will continue to upgrade the combat capability of its Fleet Marine Forces. Previous initiatives to increase the density of tanks and anti-armor missiles and consolidate combat service support units into force service support groups will be continued. Artillery

support within the Marine divisions is being enhanced. Land Forces manpower will increase while the Individuals account manpower decreases.

Air Force

The Air Force continues to program for full equipage and manning of its 26 active tactical fighter wings by end FY 1981. The first F-16 tactical fighter wing will be added in FY 1980. The Air National Guard will receive 36 additional A-10 aircraft as part of the program to modernize and upgrade Air Reserve Force tactical fighter aircraft. Also, two AWACS aircraft will be added and modification of 48 UE C-141 aircraft to the "stretch" version will take place.

2. Selected Reserve Strengths. All Selected Reserve strengths except Navy reflect a modest growth for Fiscal Years 1978, 1979, and 1980. The programmed increases are in anticipation of improved recruiting and retention.

The Selected Reserve of the Navy will be reduced 38,100 spaces. This reflects the transfer of staff and support personnel to the Individual Ready Reserve, and a reduction in the number of Navy Reserve fleet units. Details are in the Navy chapter.

3. Civilian Manpower. Defense civilian employment has decreased steadily since the peak of the Vietnam War (FY 1968). By 30 September 1978, civilian employment was 159,000 less than in pre-Vietnam peacetime (FY 1964). From September 1978 to September 1980, total DoD civilian employment will drop by 32,000. The reduction results from a combination of program changes and accounting adjustments as shown below:

Civilian Employment Changes
FY 78 to FY 80
(End Fiscal Year Strength in Thousands)

	<u>FY 78-79</u>	<u>FY 79-80</u>	<u>Total FY 78-80</u>
Program Changes:			
Contracting	- 7	- 15	- 22
Military Guard and Reserve technicians	- 2	- 3	- 5
Other changes	- 9	+ 5	- 4
Accounting Changes:			
Panama transfer		+ 4	+ 4
Berlin foreign national deletion	- 4		- 4
Civil defense transfer	- 1		- 1
TOTAL	- 23	- 9	- 32

About two-thirds of the total 32,000 reduction will come from contracting for work that can be done as well and cheaper by private businesses. We are also beginning a gradual conversion of civilian technicians to full-time guardsmen and reservists.

Other program changes net to a minus 4,000 over the two years. The 9,000 reduction in FY 1979 results primarily from the government-wide employment ceiling in the Civil Service Reform Act. We will attempt to achieve this 9,000 reduction by eliminating nonessential work and improving productivity; however, it will be necessary to defer some work until FY 1980. Doing the deferred work and making other needed program increases in FY 1980 will depend on our ability to find economical and capable contractors.

There are three significant accounting changes between FY 1978 and FY 1980. DoD will take over various functions in the Panama Canal Zone, primarily the operation of medical facilities and dependent schools. We have dropped from our accounting the foreign civilians who are paid by the German government to support U.S. forces in Berlin (this change was approved by Congress last year). The civil defense function will be transferred to the new Federal Emergency Management Agency.

C. Manpower Program Changes by Component

This section lists planned changes in the manpower program of DoD components from the end of FY 1979 to the end of FY 1980. Manpower figures are in thousands.

- Army

Active Military Strength End FY 1979	773.8
Unit realignments/reorganizations	-2.1
Unit inactivations	-2.0
Korea withdrawals (non-divisional)	-7.0
Other force structure changes	-0.6
Increased field artillery - Europe	+1.2
Combat support/combat service support - Europe	+1.4
Chemical defense personnel - Europe	+0.6
Combat electronic warfare intelligence battalions - Europe	+0.4
Increased manning (divisions/brigades) - Europe	+0.6
Increased manning (early deploying units) - CONUS	+2.4
Active force manning with reserve units	+2.2
Aviation increase - Europe	+0.2
3 tank battalions - CONUS	+1.8
1 mechanized battalion - CONUS	<u>+1.1</u>
 End-FY 1980	 774.0

Army National Guard Strength End FY 1979		345.5
Increased unit manning for selected critical units		+6.2
Inclusion of statutory full-time reservists		+0.1
Increased selected reservist strength		<u>+12.9</u>
End-FY 1980		364.7
Army Reserve Strength End FY 1979		191.7
Increased unit manning for selected critical units.		+4.3
Inclusion of statutory full-time reservists		+0.1
Increased selected reservist strength		<u>+4.2</u>
End-FY 1980		200.3
Civilian Strength End FY 1979		358.1
Convert Selected Reserve technicians to active reservists.		-2.4
Contract conversions		-6.0
Real property maintenance - Europe		-0.4
Panama Canal Treaty manpower		+2.5
Reduce depot maintenance and other backlog		+0.9
Active component and mobilization support		+2.0
Workload carry over from FY 1979 due to Civil Service Reform Act		+2.3
POMCUS increases - Europe		+0.3
Training base increases		+1.0
Soldier support and welfare activities		+0.3
Korea withdrawal/CONUS restationing		+0.5
DARCOM program managers		+0.2
Ammunition facilities - Europe		+0.2
Saudi Arabia construction (FMS)		+0.1
Net other changes		<u>+0.4</u>
End-FY 1980		360.0

- Navy

Active Military Strength End FY 1979	523.6
Naval forces	-1.3
Geophysical activities	-0.1
Centrally Managed Communications	-0.2
Base Operating Support	-0.3
Individual Training	-1.4
Offensive Strategic Forces	+0.1
Tactical Air Forces	+1.3
Research and Development	+0.2
Intelligence	+0.2
Medical Support	+0.1
Personnel Support	+0.1
Management Headquarters	+0.1
Centralized Support Activities	+0.1
Personnel holding account	+0.1
Transients	+0.6
Force Support Training	+0.6
Students and Trainees	<u>+4.2</u>
End-FY 1980	528.0
Naval Reserve Strength End FY 1979	87.0
Disestablish Reserve helicopter squadrons	-0.8
Shift from paid drill to IRR	-35.0
Disestablish Reserve C-118 squadrons	-1.4
Decommission 20 destroyers	-2.3
Disestablish 2 VC aircraft squadrons	-0.2
Decommission 2 amphibious transport ships	-0.3
Decommission 1 amphibious cargo ship	-0.1
Transfer 2 ammunition ships from active fleet	+0.2
Transfer of 3 amphibious cargo ships from active fleet	+0.4
Miscellaneous changes	<u>+1.4</u>
End-FY 1980	48.9

Civilian Strength End FY 1979	290.6
Contract support functions	-3.5
Increase industrial operations productivity	-1.7
Miscellaneous other reductions	-0.6
Enhance sensitive ammunition security	<u>+0.3</u>
End-FY 1980	285.1
 - Marine Corps	
Active Military Strength End FY 1979	190.0
Personnel holding account	-0.1
Transients	-0.5
Students and Trainees	-1.7
Training staffs	+0.3
Fleet Marine Force increase	<u>+1.0</u>
End-FY 1980	189.0
Marine Corps Reserve Strength End FY 1979	33.5
Improved manning in ground combat units	+0.1
Inclusion of statutory full-time reservists	<u>+0.1</u>
End-FY 1980	33.7
Civilian Strength End FY 1979	19.7
Reduction in base operations	<u>-0.1</u>
End-FY 1980	19.6
 - Air Force	
Active Military Strength End FY 1979	562.7
Force structure/flying hour changes	-3.1
Specialized/recruit training	-1.9
Inservice-to-contract conversions	-1.5
Increased flying training requirements	+1.4
Application of manpower standards	<u>+1.4</u>
End-FY 1980	559.0

Air National Guard Strength End FY 1979		92.9
Reduce tactical air control group		-1.4
Weather detachment reduction		-0.2
Reduced accessions		-0.3
Increased unit manning		+0.9
Force modernization		+1.1
Inclusion of statutory tour officers		+0.1
Expansion of full-time active duty program		<u>+0.4</u>
End-FY 1980		93.5
Air Force Reserve Strength End FY 1979		56.3
Force structure changes		-0.2
Increased mobilization augmentees		+0.4
Inclusion of statutory tour officers		+0.1
Expansion of full-time active duty program		+0.2
Increased unit manning		<u>+0.4</u>
End-FY 1980		57.2
Air Force Civilian Strength End FY 1979		248.3
Force structure/flying hour changes		-0.8
Conversion of civilian technicians to active reservists		-0.5
Conversion to contract		-5.0
Reduced employment levels		-0.9
Net other decreases		-0.1
Foreign military sales		+0.1
Pilot training increase		+0.2
Canal Zone Treaty manpower		<u>+0.1</u>
End-FY 1980		241.4

- Defense Agencies

Defense Agency Civilian Strength End FY 1979	77.6
Panama Canal dependent schools	+1.1
Medical University (USUHS)	+0.2
Cruise missile support (DMA)	<u>+0.1</u>
End-FY 1980	79.0

D. Military Force Levels

The justification of Department of Defense manpower requirements is necessarily based on the level of military forces established to meet

U.S. national security objectives. Details of force requirements may be found in the Annual Report of the Secretary of Defense.

The table on the following page is a summary of major force elements planned for Fiscal Years 1979 and 1980 compared to those which existed at the end of FY 1978.

Summary of Major Force Elements

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Strategic</u>			
ICBM/SLBM	1,710	1,710	1,710
Bombers (UE) ^{1/}	376	376	376
Tankers (KC-135) (UE) ^{1/}			
Active	487	487	487
Guard/Reserve	128	128	128
Interceptor Squadrons			
Active	6	6	6
Guard/Reserve	10	10	10
<u>Tactical/Mobility</u>			
Land Forces			
Army Divisions			
Active	16	16	16
Guard	8	8	8
Army Separate Brigade/Regiments			
Active	9	9	9
Guard/Reserve	28	28	28
Marine Corps Divisions			
Active	3	3	3
Reserve	1	1	1
Tactical Air Forces ^{2/}			
Air Force Squadrons			
Active	109	108	109
Guard/Reserve	52	55	55
Navy Squadrons			
Active	88	84	84
Reserve	17	17	18
Marine Corps Squadrons			
Active	30	30	30
Reserve	8	8	9
Naval Forces ^{3/}			
Carriers (active only)	13	13	13
Attack Submarines (active only)	70	72	75
Surface Combatants			
Active	160	165	176
Reserve	28	28	8
Amphibious Ships			
Active	64	65	63
Reserve	3	3	3
Patrol Craft (active only)	1	1	1
ASW Aircraft Squadrons			
Active	52	52	53
Reserve	17	17	13
Mobility Forces			
Airlift Squadrons			
Active	32	31	31
Guard/Reserve ^{4/}	53	53	53
Sealift Ships			
Nucleus Fleet	70	75	75
Commercial Fleet	35	34	34

^{1/} Unit equipment. Excludes training aircraft, etc.

^{2/} Includes tactical fighter, tactical reconnaissance, special operations, airborne TACS and TACCS squadrons.

^{3/} Excludes ships assigned to Strategic, RDT&E and Support Activities.

^{4/} Includes 17 strategic airlift Reserve Associate squadrons.

Highlights of force changes programmed for FY 1980 are:

1. Strategic Forces:

- Air Force will continue the phased replacement of Semi-Automatic Ground Environment (SAGE) system radars with a combination of joint use USAF/FAA radars for emergency/wartime defense.

2. Tactical/Mobility

- Land Forces. The Army will continue to improve the level of manning in its forces in NATO and in units with a NATO area reinforcing mission. Four additional heavy maneuver battalions are programmed. The Marine Corps continues to make minor improvements in the readiness of its forces as tank and anti-armor missile density is increased along with increased artillery capability.

- Tactical Air Forces. The Air Force continues to enhance combat capability as additional F-15s, A-10s and F-4Gs replace older aircraft, and AWACS increase to 20 UE. The first F-16 tactical fighter wing will be activated. Navy is modernizing their reconnaissance squadrons and activating a sea-based electronic warfare squadron.

- Naval Forces. Attack submarines increase by three as three nuclear submarines are added to the force. Surface combatant ships increase by eleven.

- Mobility Forces. Mobility Forces will be reduced in FY 1980 due to a reduction in Air Force rescue and recovery aircraft and installation of inertial navigation equipment on C-141 and C-5 aircraft.

E. Manpower Summary Tables

The tables which follow present military and civilian manpower by DPPC for the Defense Department.

DEPARTMENT OF DEFENSE ACTIVE MILITARY MANPOWER REQUIREMENTS
(End Strength in Thousands)

	FY 1978 <u>Actual</u>	FY 1979 <u>FY 1980</u>	FY 1980 <u>Budget</u>
<u>Strategic</u>	<u>102.0</u>	<u>99.2</u>	<u>95.2</u>
Offensive Strategic Forces	77.1	76.2	75.5
Defensive Strategic Forces	11.6	9.9	7.8
Strategic Control and Surveillance	13.2	13.0	11.8
<u>Tactical/Mobility</u>	<u>949.1</u>	<u>952.2</u>	<u>957.7</u>
Land Forces	553.5	558.1	563.4
Tactical Air Forces	177.1	174.6	176.9
Naval Forces	180.2	182.0	180.7
Mobility Forces	38.3	37.4	36.8
<u>Auxiliary Activities</u>	<u>108.5</u>	<u>106.3</u>	<u>104.8</u>
Intelligence	34.9	35.1	34.6
Centrally Managed Communications	33.6	32.3	32.0
Research and Development	29.6	28.8	28.1
Geophysical Activities	10.3	10.0	9.9
<u>Support Activities</u>	<u>600.6</u>	<u>591.8</u>	<u>597.5</u>
Base Operating Support	244.6	242.5	242.3
Medical Support	86.5	83.9	84.2
Personnel Support	29.1	27.9	28.2
Individual Training	93.3	90.8	92.1
Force Support Training	40.2	40.7	42.0
Central Logistics	20.0	20.5	20.7
Centralized Support Activities	45.6	44.6	46.9
Management Headquarters	38.5	38.3	38.3
Federal Agency Support	2.7	2.8	2.8
<u>Subtotal-Force Structure Allowance</u>	<u>1,760.3</u>	<u>1,749.6</u>	<u>1,755.1</u>
<u>Individuals</u>	<u>301.2</u>	<u>300.4</u>	<u>294.9</u>
Transients	76.8	69.8	68.4
Patients, Prisoners, and Holdées	12.9	13.1	13.0
Students, Trainees	198.3	204.4	200.3
Cadets	13.1	13.1	13.1
<u>Total</u>	<u>2,061.4</u>	<u>2,050.0</u>	<u>2,050.0</u>

Note: Detail may not add to totals due to rounding.

DEPARTMENT OF DEFENSE SELECTED RESERVE MANPOWER REQUIREMENTS
(End Strengths in Thousands)

	FY 1978 <u>Actual</u>	FY 1979 <u>FY 1980</u>	FY 1980 <u>Budget</u>
<u>Strategic</u>	<u>23.3</u>	<u>23.2</u>	<u>23.5</u>
Offensive Strategic Forces	12.4	13.5	13.6
Defensive Strategic Forces	10.2	9.0	9.2
Strategic Control and Surveillance	0.7	0.7	0.7
<u>Tactical/Mobility</u>	<u>623.4</u>	<u>641.0</u>	<u>645.4</u>
Land Forces	472.9	476.8	498.5
Tactical Air Forces	55.9	60.8	60.5
Naval Forces	46.8	55.4	38.6
Mobility Forces	47.6	47.8	47.7
<u>Auxiliary Activities</u>	<u>20.7</u>	<u>19.4</u>	<u>14.8</u>
Intelligence	5.6	4.9	2.1
Centrally Managed Communications	12.4	12.0	10.9
Research and Development	1.3	1.4	1.0
Geophysical Activities	1.2	1.2	0.8
<u>Support Activities</u>	<u>95.5</u>	<u>94.4</u>	<u>84.3</u>
Base Operating Support	23.7	20.6	15.2
Medical Support	9.9	9.7	8.9
Personnel Support	0.3	0.4	4.0
Individual Training	35.5	35.4	35.1
Force Support Training	2.4	0.7	-
Central Logistics	4.7	3.5	-
Centralized Support Activities	14.3	19.6	18.6
Management Headquarters	4.3	4.1	2.1
Federal Agency Support	0.3	0.5	0.4
<u>Subtotal-Force Structure Allowance</u>	<u>762.9</u>	<u>778.1</u>	<u>768.1</u>
<u>Individuals</u>	<u>24.9</u>	<u>28.8</u>	<u>30.1</u>
Transients	-	-	-
Patients, Prisoners, and Holdees	-	-	-
Students, Trainees	24.9	28.8	30.1
Cadets	-	-	-
<u>Total</u>	<u>787.8</u>	<u>806.9</u>	<u>798.2</u>

Note: Detail may not add to totals due to rounding.

DEPARTMENT OF DEFENSE CIVILIAN MANPOWER REQUIREMENTS
(Direct and Indirect Hire End Strength in Thousands)

	FY 1978 <u>Actual</u>	FY 1979	FY 1980
		FY 1980	Budget
<u>Strategic</u>	<u>11.2</u>	<u>11.7</u>	<u>11.4</u>
Offensive Strategic Forces	5.3	6.2	6.1
Defensive Strategic Forces	3.9	3.5	3.2
Strategic Control and Surveillance	2.0	2.0	2.1
<u>Tactical/Mobility</u>	<u>52.2</u>	<u>52.2</u>	<u>51.4</u>
Land Forces	17.7	16.6	16.1
Tactical Air Forces	13.1	14.2	14.2
Naval Forces	0.8	0.9	0.9
Mobility Forces	20.4	20.6	20.4
<u>Auxiliary Activities</u>	<u>107.0</u>	<u>106.5</u>	<u>105.3</u>
Intelligence	7.8	8.0	7.5
Centrally Managed Communications	11.7	12.3	12.3
Research and Development	77.6	76.0	75.3
Geophysical Activities	9.9	10.1	10.1
<u>Support Activities</u>	<u>846.5</u>	<u>823.6</u>	<u>817.0</u>
Base Operating Support	308.2	296.1	291.9
Medical Support	41.0	42.0	42.9
Personnel Support	18.4	19.8	20.9
Individual Training	21.8	21.5	21.6
Force Support Training	6.8	4.5	4.6
Central Logistics	358.9	347.2	342.8
Centralized Support Activities	55.9	56.8	56.3
Management Headquarters	35.3	35.8	35.8
Federal Agency Support	*	*	*
<u>Total</u>	<u>1,016.8</u>	<u>994.1</u>	<u>985.1</u>

Note: Detail may not add to totals due to rounding.

* Fewer than 50.

CHAPTER III

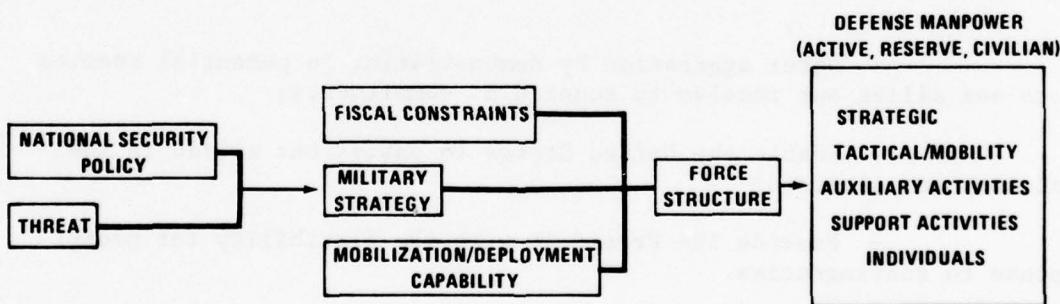
MANPOWER AND US NATIONAL SECURITY

A. National Security Objectives and Policy

The basic national security objective is to preserve the United States as a free nation with its fundamental institutions and values intact. This involves assuring the physical security of the United States and maintaining an international environment in which US interests are protected. Achieving this objective is dependent upon the ability to influence international affairs from a position of recognized strength, to fight when necessary, and to terminate conflicts on terms compatible with U.S. national security interests. To those ends, strong and capable armed forces are essential. A more detailed and comprehensive statement of the objectives of American foreign policy and the way in which defense policies and strategy support their attainment can be found in the Secretary of Defense's Annual Report to Congress for FY 1980.

B. Force Structure

The Defense manpower program is related to national security policy as shown in the following diagram.



Defense manpower comprises active and reserve military and civilian personnel. The size of the manpower program is based on the forces required to execute our military strategy. The size of the force structure is also affected by fiscal constraints and our capability to mobilize and deploy forces in the event of war. Military strategy is based on national security policy and the threat, both of which are described in detail in the Annual Report of the Secretary of Defense for FY 1980.

The force structure for FY 1980 continues to be based on DoD's Total Force Policy which recognizes that all units in the force structure contribute to our success in wartime. In structuring our forces, units are placed in the Reserve components whenever feasible to maintain as small a peacetime force as national security policy and our military strategy permit. Active units, on the other hand, are those forces needed for a contingency not involving mobilization; for early deployment in a major war before Reserve components units can be deployed; for forward deployment in peacetime; and to act as a deterrent against major conflict. Units in the Reserve components are available upon mobilization to bring the total force to its required combat capability. These reserve forces must also be responsive to call-up for limited periods without a declaration of war or national emergency.

C. Force Deployments

1. Forward Deployments

The deployment of U.S. forces outside of the United States is an integral part of U.S. national security policy. Specifically, we maintain forward deployments of our forces in regions most vital to U.S. interests to:

- Deter aggression by demonstrating to potential enemies and to our allies our resolve to honor U.S. commitments;
- Enable the United States to assist our allies in the event they are attacked;
- Provide the President with the flexibility for prompt response to contingencies.

2. Summary of Manpower by Geographic Location

The following tables summarize our present and planned forward deployments.

Military Manpower by Location
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
United States and Territories (Afloat)	1,581.0 (150.5)	1,576.0 (159.9)	1,584.1 (160.5)
Foreign Countries:			
Western and Southern Europe	336.1	333.2	338.3
East Asia and Pacific	132.3	131.0	117.7
Other Countries and Areas	12.0	9.8	9.9
Subtotal Foreign Countries (Afloat)	480.4 (71.0)	474.0 (57.6)	465.9 (55.2)
Total Military Manpower	2,061.4	2,050.0	2,050.0

Note: Detail may not add to totals due to rounding.

3. European Deployments

The total manpower programmed for Europe continues to increase through FY 1980. The Army increases from FY 1979 reflect higher manning levels, increased artillery, and new electronic warfare and chemical defensive units. Air Force increases from FY 1979 include basing of additional aircraft, added tactical air control and manning to support additional forward operating locations.

In addition to these force improvements, the Department will continue the Prepositioning of Material Configured to Unit Sets (POMCUS) during FY 1980. This will increase the capability to rapidly deploy reinforcements to NATO.

The following table displays, by Service, the military manpower deployed to Western and Southern Europe:

Deployed Military Manpower
Western and Southern Europe
(End Strengths in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Army	207.2	212.9	217.2
Navy	44.8	39.0	37.8
(Afloat)	(32.6)	(25.9)	(24.6)
Marine Corps	8.1	3.2	3.0
(Afloat)	(6.8)	(2.0)	(1.8)
Air Force	75.9	78.1	80.3
 TOTAL	 336.1	 333.2	 338.3
(Afloat)	(39.4)	(27.9)	(26.4)

The FY 1978 "afloat" end strengths are higher than usual because both an amphibious exercise and a carrier rotation were taking place when the fiscal year ended.

4. East Asia and Pacific Deployments

The U.S. plans to withdraw its ground combat forces from Korea over the next four to five years. The principal unit to be withdrawn is the Army's 2nd Infantry Division. One brigade of the Division will be withdrawn by the end of the first quarter, FY 1980. The remaining two brigades and the division headquarters will remain in Korea until the end of the withdrawal period. There are no plans to change the deployment of other combat forces in the East Asia and Pacific area.

The following table displays, by Service, the military manpower deployed in the Western Pacific area.

Deployed Military Manpower
East Asia and Pacific
(End Strengths in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Army	36.4	33.4	22.3
Navy	40.2	39.1	38.1
(Afloat)	(25.6)	(25.7)	(24.8)
Marine Corps	25.0	26.5	26.2
(Afloat)	(2.9)	(2.9)	(2.9)
Air Force	30.7	31.9	31.1
 TOTAL	 132.3	 131.0	 117.7
(Afloat)	(28.5)	(28.6)	(27.7)

5. Other Deployments

Deployments outside Western and Southern Europe and the East Asia and Pacific Area include naval activities in Bermuda for operation and support of patrol aircraft covering the central Atlantic area, USAF Southern Air Division (TAC) in the Panama Canal Zone, and naval forces deployed to the Indian Ocean. Most of the remaining deployed manpower is allocated to small Military Assistance Groups and diplomatic missions.

STRATEGIC

A. Introduction

Strategic Forces consist of those nuclear offensive, defensive, and control and surveillance forces that are intended to deter nuclear attack, enhance deterrence of conventional attack and, if necessary, respond to strategic attack. To fulfill these objectives in strategic force planning, we strive to maintain a reliable strategic force, placing emphasis on measures that both enhance survivability and assure our ability to penetrate defenses. In addition, we seek to provide reliable early warning capabilities to minimize the likelihood and consequences of surprise, and to provide an effective and reliable command and control system for all strategic forces.

Included in this category are the strategic bomber and tanker aircraft of the Air Force, the ICBM and SLBM missiles and launcher systems of the Air Force and Navy, and the air defense interceptor forces and associated ground environment systems of the Air Force. Also included in this category are the aircraft, airborne command control and communications, and ground environment systems operated by the Air Force to provide a comprehensive warning and command and control capability.

B. Strategic Manpower

The following table displays Strategic manpower:

Strategic Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
<u>Active</u>			
Offensive Strategic	77.1	76.2	75.5
Defensive Strategic	11.6	9.9	7.8
Strategic Control and Surveillance	<u>13.2</u>	<u>13.0</u>	<u>11.8</u>
Total DoD	102.0	99.2	95.2
<u>Reserve Components</u>			
Offensive Strategic	12.4	13.5	13.6
Defense Strategic	10.2	9.0	9.2
Strategic Control and Surveillance	<u>0.7</u>	<u>0.7</u>	<u>0.7</u>
Total DoD	23.3	23.2	23.5

<u>Civilian</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Offensive Strategic	5.3	6.2	6.1
Defensive Strategic	3.9	3.5	3.2
Strategic Control and Surveillance	2.0	2.0	2.1
Total DoD	11.2	11.7	11.4

Note: Detail may not add to totals due to rounding.

C. Offensive Strategic Forces

To achieve a strong deterrent posture the US maintains a well-diversified mix of offensive strategic forces consisting of land-based ICBMs, sea-based SLBMs, and manned bombers with their supporting communications systems. Offensive Strategic Forces are displayed in the following table:

	<u>Offensive Strategic Forces</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Bombers (UE) ^{1/} :				
B-52	316	316	316	
FB-111	60	60	60	
Tankers (UE):				
KC-135				
Active Force	487	487	487	
Air Reserve Components	128	128	128	
Missiles (UE):				
Titan II	54	54	54	
Minuteman	1000	1000	1000	
Polaris/Poseidon	656	656	656	
Ballistic Missile Submarines (SSBN)	41	41	41	
Submarine Tenders (AS)	5	5	5	
FBM Support Ship	1	1	1	

^{1/} Unit equipment.

The following table displays Offensive Strategic Forces manpower:

<u>Offensive Strategic Forces Manpower</u> (End Strength in Thousands)		<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>				
Active		77.1	76.2	75.5
Reserve Components		12.4	13.5	13.6
<u>Civilian</u>		5.3	6.2	6.1

FY 1979 active military manpower reductions are associated primarily with reduced KC-135 and B-52 flying hours and reduced active military support for Air Reserve Force (ARF) KC-135 units. The FY 1980 decrease is attributable primarily to reduced B-52 and KC-135 flying hours.

Reserve component manpower growth in FY 1979 reflects increases in unit manning to improve readiness.

The increase in civilian manpower in FY 1979 is due to temporary shortfalls in ANGUS and USAFR technicians at the end of FY 1978. In FY 1980, civilian requirements decrease as some ANGUS and USAFR technicians are converted to full-time active duty reservists. However, most of the reduction in Air Force civilian manpower is offset by new requirements in the Navy TRIDENT program.

D. Defensive Strategic Forces

Defensive Strategic Forces include the aircraft and radars used for surveillance and control of US airspace as well as the civil defense function.

1. Air Defense

The US interceptor force consists of six active and five ANGUS F-106 squadrons, three ANGUS F-101 squadrons and two ANGUS F-4 squadrons, augmented by Tactical Air Command (TAC) F-4 units. These aircraft operate in the United States from peacetime alert sites. Active Air Force tactical F-4 squadrons in Alaska and Iceland and Army Tactical/Mobility Forces Nike-Hercules and HAWK batteries maintained in Alaska and Florida also provide air defense. In addition, to enhance our air defense capability in crisis situations, the Air Force will provide the equivalent of one F-15 wing for CONUS air defense.

The Perimeter Acquisition Radar Characterization System (PARCS) remains fully operational in support of the NORAD attack assessment mission.

2. Civil Defense

In FY 1979 the responsibility for civil defense was transferred from the Defense Civil Preparedness Agency to the Federal Emergency Management Agency.

Defensive Strategic Forces are displayed in the following table:

Defensive Strategic Forces

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Air Defense</u>			
Interceptor Squadrons			
Active (F-106)	6	6	6
ANGUS (F-101, F-106, F-4)	10	10	10
Control Centers	10	10	8
Airborne EC-121 Squadron (USAFR)	1	-	-
Surveillance Radar Sites 1/	70	65	60
DEW Radars 2/	31	31	31

1/ Includes FAA joint use radars

2/ Includes 21 non-USAF radars

Manpower required for Defensive Strategic Forces is shown in the following table:

Defensive Strategic Forces Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	11.6	9.9	7.8
Reserve Components	10.2	9.0	9.2
<u>Civilian</u>			
	3.9	3.5	3.2

The active military reductions in FY 1979 and FY 1980 are due primarily to inactivation of the USAFR EC-121 squadron and the phased implementation of the Joint Surveillance System (JSS). Air Force Reserve manpower is also reduced in FY 1979 due to the phasing out of EC-121 aircraft. Civilian reductions are due to the conversion of Air Force technicians to full time active duty reservists and phase in of the JSS program.

E. Strategic Control and Surveillance Forces

Strategic Control and Surveillance Forces provide warning to the United States of impending attacks by enemy bombers and/or ICBMs. These forces also provide command and control facilities to the National Command Authority. Aircraft used for these purposes include SR-71s, EC-135 Post Attack Command and Control System Aircraft and E-4A National Emergency Airborne Command Post aircraft. There are also numerous ground environment activities, including the NORAD Combat Operations Center.

1. Ballistic Missile Attack Warning and Space Systems

The Satellite Early Warning System, the Ballistic Missile Early Warning System and the SLBM detection radars will continue to be relied on for warning of missile attacks. Surveillance of satellites and orbiting objects will be provided primarily by two dedicated radar sensors and four optical sensors. Additional SPACETRACK coverage is provided by the missile warning radars as a secondary mission.

Information essential to understanding foreign space activity will continue to be provided by the existing USAF SPACETRACK systems and the Navy's SPASUR system, both of which are tied into NORAD and supported by the Space Defense Center for continuous monitoring of foreign and US space activities.

2. Ballistic Missile Defense

We continue research and development on a variety of types of missile defenses at a pace adequate to maintain the technological base and to preserve options to meet potential future requirements.

3. Command and Control

The strategic command and control system assures the President continuous control of our nuclear forces. The Advanced Airborne Command Post program, initiated in FY 1973, will be continued. In addition, development will continue on other programs to ensure that our command and control system will be able to perform its mission in the future.

Strategic Control and Surveillance Forces are shown in the following table:

<u>Strategic Control and Surveillance Forces</u>			
	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Space Surveillance Forces</u>			
Radar Sensors/Systems	12	10	11
Optical Sensors	4	4	4
<u>Strategic Command and Control</u>			
National Level Command			
Centers	3	3	3
Major Subordinate Level			
Command Centers	15	15	15
<u>Ballistic Missile Warning</u>			
Missile Warning			
Satellites/Ground Stations	3/3	3/3	3/3
Radars	10	10	8

Manpower associated with Strategic Control and Surveillance Forces is shown below:

<u>Strategic Control and Surveillance Forces Manpower</u>			
	(End Strength in Thousands)		
	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	13.2	13.0	11.8
Reserve Components	0.7	0.7	0.7
<u>Civilians</u>	2.0	2.0	2.1

The FY 1980 changes in active military manpower result from a series of actions including phase out of some and upgrading of other SLBM detection equipment.

F. Strategic Forces Deployments

The following table shows that, except for our sea-based SLBMs, US strategic forces are primarily located in CONUS.

END FY 80 STRATEGIC FORCES

<u>UNIT</u>	<u>LOCATION</u>	<u>MISSION</u>
OFFENSIVE		
AIR FORCE		
<u>Active</u>		
1054 ICBM	CONUS	
25 Bomber Squadrons (B-52/FB-111)	1 Guam 24 CONUS	
34 Tanker Squadrons (KC-135)	1 Japan 33 CONUS	Deter nuclear attack against the US and our allies, our military forces, and bases. If deterrence should fail, support measures aimed at early war termination at the lowest possible level of conflict on terms acceptable to the US and our allies.
<u>ANGUS</u>		
13 Tanker Squadrons (KC-135)	CONUS	
<u>USAFR</u>		
3 Tanker Squadrons (KC-135)	CONUS	
NAVY		
<u>Active</u>		
41 SSBNs and 5 Submarine Tenders	Charleston, S.C. Holy Loch, Scotland Guam, and Kings Bay, Georgia	
<u>Reserve</u>		
6 Submarine Tender Augmentation Units	CONUS	

DEFENSIVE

AIR FORCE

Active

6 Interceptor
Squadrons

CONUS

Airspace Control

ANGUS

10 Interceptor
Squadrons (F-4,
F-101, F-106)

CONUS

Airspace Control

CHAPTER V

TACTICAL/MOBILITY

A. Introduction

Forces in the Tactical/Mobility category are designed and equipped to deter conflicts through a visible capability to resist aggression against any country or area vital to our interests. Inherent in these forces is the capability to conduct military operations at any level of warfare. These forces consist of Land Forces of the Army and Marine Corps, Tactical Air Forces of the Air Force, Navy, and Marine Corps as well as Naval Forces and Mobility Forces.

Included in this category are the Army's combat divisions, separate combat brigades, regiments and tactical support units. Marine units in this category include not only their combat divisions, but also air wings and ship security detachments. Air Force units in this category include fighter, reconnaissance and special operations squadrons as well as both tactical and strategic airlift forces. The bulk of Navy manpower in this category is devoted to Naval Forces for ship manning requirements, including a significant element for operation of aircraft carriers and associated air wings.

The following table displays Tactical/Mobility manpower by sub-category.

Tactical/Mobility Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active			
Land Forces	553.5	558.1	563.4
Tactical Air Forces	177.1	174.6	176.9
Naval Forces	180.2	182.0	180.7
Mobility Forces	38.3	37.4	36.8
Total DoD	<u>949.1</u>	<u>952.2</u>	<u>957.7</u>
Reserve Components			
Land Forces	472.9	476.8	498.5
Tactical Air Forces	55.9	60.8	60.5
Naval Forces	46.8	55.4	38.6
Mobility Forces	47.6	47.8	47.7
Total DoD	<u>623.4</u>	<u>641.0</u>	<u>645.4</u>
<u>Civilian</u>			
Land Forces	17.7	16.6	16.1
Tactical Air Forces	13.1	14.2	14.2
Naval Forces	0.8	0.9	0.9
Mobility Forces	20.4	20.6	20.4
Total DoD	<u>52.2</u>	<u>52.2</u>	<u>51.4</u>

Note: Detail may not add to totals due to rounding.

B. Land Forces

1. Summary of Forces and Manpower

The following tables summarize Land Forces and manpower. Reserve component forces provide a significant portion of these manpower intensive forces.

Land Force Levels

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Army</u>			
<u>Divisions (Brigades)</u>			
Active 1/			
Deployed	5(18)	5(17)	5(17)
CONUS/Hawaii	11(28)	11(29)	11(27)
Reserve Components	8(24)	8(24)	8(24)
TOTAL	24(70)	24(70)	24(68)
<u>Separate Brigades</u>			
Active			
Deployed	2	2	2
CONUS/Alaska	3	3	3
Reserve Components 2/	24	24	24
TOTAL	29	29	29
<u>Cavalry Units</u>			
Active			
Deployed	2	2	2
CONUS	2	2	2
Reserve Components	4	4	4
TOTAL	8	8	8
<u>Marine Corps Divisions</u>			
Active			
Deployed	1	1	1
CONUS	2	2	2
Reserve Components	1	1	1
TOTAL	4	4	4

1/ In FY 1980, 12 Army divisions have three active brigades each; four Army divisions have two active and one reserve "round out" brigade each.

2/ Includes four reserve brigades that round out active divisions; excludes one infantry brigade provided for school support.

Land Forces Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	553.5	558.1	563.4
Reserve Components	472.9	476.8	498.5
<u>Civilian</u>	17.7	16.6	16.1

The increases in Land Forces active military manpower reflect improvements in the combat capability of forward deployed units in Europe and units with a NATO reinforcement mission. The decrease in civilian manpower reflects plans to convert Reserve component technician positions to full-time military status. The Reserve components manpower represents the best estimates of recruiting and retention capabilities. Details are in the Army chapter.

2. Capabilities of Land Forces

Land Forces are divided into two subcategories: Division Forces and Theater Forces. Division Forces comprise the combat divisions, brigades, regiments, and the additional combat and tactical support units required in the theater of operations to sustain combat operations of the divisions. Division Forces provide the bulk of land combat power in the potential theaters of major warfare. Theater Forces comprise the combat and support units required in the theater of operations to accomplish missions other than conventional land combat such as air defense and long-range tactical nuclear firepower (surface-to-surface missiles). Theater Forces, as defined above, are unique to the Army for reasons of mission and organization.

a. Army Division Forces

(1) The division is the basic combat organization of the Army. It includes under a single commander all combat arms (infantry, armor, artillery, engineer and aviation) and some of the support (signal, supply, transportation, maintenance, and administration) required to fight a battle. The Army division includes from nine to eleven maneuver battalions and four artillery battalions. There are several types of Army divisions and each is designed for a particular role on the battlefield. The strength of the division varies according to type as shown in the following table.

Characteristics of Model Army Divisions

Type Division	Objective Mix of Maneuver Battalions				Auth Wartime Strength	Remarks
	Inf	Mech	Tank	Total		
Armored	-	5	6	11	18,900	Mobile defense or attack
Mechanized	-	6	5	11	18,500	Mobile defense or attack
Infantry	8	1	1	10	17,800	All-around capability against light forces
Airborne	9	-	1	10	16,500	Parachute assault; strategic mobility
Air Assault	9	-	-	9	18,400	Battlefield mobility chiefly against light forces

(2) The division cannot operate alone in the theater of war; additional combat units and support units are necessary to allow it to operate at its intended level of combat power. These additional units, which are included in the category entitled Division Forces, are part of the corps and theater organizations.

(3) About 60% of Army combat power in the Division Forces category is in the divisions themselves. The remaining combat power is in the following organizations:

(a) Separate combat brigades. These brigades are similar to divisions, except that they are smaller. A separate brigade includes from three to five maneuver battalions, one artillery battalion, and appropriate support units. Infantry, mechanized, and armored brigades differ by battalion mix. A separate brigade may be attached to a division or employed separately under a corps or theater commander.

(b) The cavalry brigade (air combat) . This organization includes attack helicopters and "air cavalry". This brigade exploits the capabilities of helicopters in land warfare. It is normally employed as a separate brigade under control of the corps commander.

(c) The armored cavalry regiment . This is an organization consisting of infantry, tank, artillery, and reconnaissance elements integrated at squadron (battalion) level. The armored cavalry regiment is designed for such roles as reconnaissance, flank protection, and screening the divisions and brigades.

(d) Separate artillery battalions. These battalions comprise about one-half the total artillery of the Division Forces. This non-divisional artillery, which includes missile battalions as well as cannon artillery, normally is part of the corps organization.

b. Marine Corps Division Forces

(1) The National Security Act of 1947, as amended, assigns the Marine Corps the mission of providing "... Fleet Marine Forces of combined arms, together with supporting air components, for service with the fleet in the seizure or defense of advanced naval bases and for the conduct of such land operations as may be essential to the prosecution of a naval campaign." The Marine Amphibious Force (MAF) is the basic element for the conduct of amphibious operations or land operations ashore. The MAF is an integrated force of combined arms, consisting typically of a Marine division, a Marine aircraft wing, a force service support group, and selected combat support units.

(2) A Marine division is an infantry division configured specially for amphibious operations with about 18,000 members. It includes nine infantry battalions, three to five artillery battalions, plus a tank, assault amphibian, reconnaissance, and combat engineer battalions.

(3) A Marine aircraft wing is integral to the MAF and operates in conjunction with a division. Close integration of land and tactical air capabilities is an essential ingredient of the Marine Corps capability for amphibious operations. The manpower associated with the fixed-wing portion of the Marine air wings is in the Tactical Air Forces category while helicopter resources are designated as Land Forces aviation.

(4) The force service support groups provide combat service support units in support of the entire MAF. These units provide transportation, supply, maintenance, communications and administrative support to the MAF.

c. Army Theater Forces. There are four subcategories of Army Theater Forces:

(1) Theater Missile Forces. These include the surface-to-surface missile units and supporting ammunition supply and maintenance units which provide the theater commander a responsive theater nuclear capability. (The Division Forces also have a nuclear capability because they include dual-capable units which can wage either conventional or nuclear combat.)

(2) Theater Air Defense Forces. This category includes surface-to-air missile units and supporting supply, maintenance, and command and control units devoted to the theater-wide air defense mission under the control of the theater commander.

(3) Theater Special Operations Forces. These organizations include units devoted to special missions including psychological operations, civil affairs support, and unconventional warfare on a theater-wide basis under control of the theater commander.

(4) Theater Defense Forces. These forces include active and Reserve Component separate infantry brigades provided for the defense of selected critical areas: Alaska, Berlin, Panama Canal Zone, Iceland, and the Caribbean. Provision of specific units for these essential defense missions achieves economies by tailoring the units for their missions. The following table shows the allocation of these forces:

End FY 80 Theater Defense Forces

<u>Location</u>	<u>Infantry Brigades</u>	
	<u>Active</u>	<u>Reserve Components</u>
Alaska	1	1
Panama	1	1
Berlin	1	-
Iceland	-	1
Caribbean	-	1
<u>TOTAL</u>	<u>3</u>	<u>4</u>

C. Tactical Air Forces

1. Summary of Forces and Manpower

In order to meet the tactical air portion of national strategy goals, the forces shown in the following table are planned for FY 1980. Forces for FY 1978 and FY 1979 are shown for comparison. As shown by the table, all military assets are considered in force planning. For example, the Air National Guard and Air Force Reserve tactical aircraft are an integral part of planned deployments. A table showing the corresponding manpower levels is also included.

The basic organizational building block for tactical air forces is the squadron. The number of aircraft in each squadron depends on the type of equipment and the operating environment. Air Force fighter squadrons usually have 18 or 24 unit equipment (UE) aircraft, while the Navy and Marine Corps fighter squadrons usually have 12. Specialized squadrons or detachments of each Service (e.g., reconnaissance, ECM) usually have fewer aircraft.

The major tactical air force operational organization is the wing. Wings are composed of one or more squadrons depending on the mission and size of the support facility. Air Force wings are usually made up of three squadrons with like aircraft. Navy and Marine Corps wings are usually composed of five or more squadrons with dissimilar aircraft because their isolated operating environments (carrier or beachhead) demand mixed capability air units.

Tactical Air Forces 1/

Squadrons 2/

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Active</u>			
Air Force	109	108	109
Navy	88	84	84
Marine Corps 3/	30	30	30
<u>Reserve Components</u>			
Air National Guard	43	45	45
Air Force Reserve	9	10	10
Naval Reserve	17	17	18
Marine Corps Reserve 3/	8	8	9

1/ Includes fighter, attack, reconnaissance, TACS, TACCS, and special operations squadrons. For further classified detail, see the FY 1980 Report of the Secretary of Defense.
 2/ Squadron UEs are variable.
 3/ Includes integrated tanker squadrons.

Tactical Air Forces Manpower
 (End Strengths in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	177.1	174.6	176.9
Reserve Components	55.9	60.8	60.5
<u>Civilians</u>	13.1	14.2	14.2

The decrease in FY 1979 active forces reflects the termination of the RA5C airborne reconnaissance program of the Navy. Air Force Tactical Fighter Weapons Center range equipment and War Readiness Material (WRM) increases are offset by reductions to tactical fighter aircraft, inactivation of the tactical drone squadron and an RF-4 squadron, and the transfer of a second RF-4 squadron to the ANGUS. The increase in FY 1980 reflects the Air Force's continuing program to expand the size, as well as improve the capabilities, of the Tactical Air Forces.

The Reserve component and civilian manpower increases in FY 1979 reflect the continued modernization and expansion of the Air Reserve Force tactical fighter force as additional reservists and technicians are added to support increased numbers of aircraft. Decreases in FY 1980 Reserve component manpower are due primarily to force structure changes.

2. Capabilities of Tactical Air Forces

Tactical aircraft can carry out a variety of missions in a conflict. These capabilities include close air support, interdiction, counterair (including air defense), reconnaissance, and special purpose missions. Tactical Air Forces can also wage nuclear war, because they include aircraft which have both a nuclear and conventional weapon delivery capability.

a. Close Air Support (CAS). Close air support sorties are flown against enemy forces in close proximity to friendly forces. Primary goals of close air support are: (1) to destroy or neutralize enemy forces close to friendly forces; and (2) to attack these enemy forces rapidly after receiving requests for close air support. CAS systems should be able to: (1) deliver accurate, lethal fire; (2) provide fire support responsive to the ground commander; (3) survive in enemy air defense environments; (4) maneuver well enough to employ the tactics required for various targets; and (5) carry ordnance in sufficient quantity and variety.

b. Interdiction. Interdiction sorties are flown by tactical aircraft against a wide range of targets including: (1) enemy forces maneuvering behind their front lines; (2) enemy lines of communication; (3) storage and production facilities in rear areas; (4) enemy surface ships such as surface-to-surface missile launching patrol boats, cruisers, and destroyers; and (5) enemy ports and naval bases.

c. Counterair. Counterair operations are conducted to gain and maintain air superiority by destruction or neutralization of an enemy's air capability. Offensive counterair operations are normally conducted throughout enemy territory to seek out and destroy aircraft in the air or on the ground, missile and anti-aircraft artillery sites, air bases, air control systems, and other elements which constitute or support the enemy air order of battle. Defensive counterair operations are generally reactive to enemy initiative. Air defense sorties are flown to protect friendly air, sea, or ground forces from enemy air attack. The primary objective is to limit the effectiveness of enemy air efforts to a level permitting freedom of action of friendly forces.

d. Reconnaissance. Tactical reconnaissance resources are a vital part of the information collection capability available to commanders engaged in unilateral, joint, or combined operations both in peacetime and in all intensities of warfare. Tactical air reconnaissance operations provide timely intelligence information concerning the enemy's

installations, lines of communication, and electronic emissions, as well as the disposition, composition, and movement of enemy forces. Intelligence information is collected, and surveillance of battle areas is carried out day and night and in all kinds of weather.

e. Special Purpose. Special purpose aircraft are used in electronic warfare (detection of and countermeasures against enemy electronic emitters), special operations forces (for example, specifically tailored for unconventional warfare, psychological and counter-insurgency operations), tactical air control (enroute and terminal control of tactical aircraft), and airborne early warning (airborne search radar).

D. Naval Forces

1. Summary of Forces and Manpower

The following tables summarize Naval Forces and manpower.

Naval Forces 1/

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Ships</u>			
<u>Active Forces</u>			
Carriers 2/	13	13	13
Attack Submarines			
Nuclear	70	72	75
Diesel	6	5	5
Surface Combatants	160	165	176
Amphibious Ships	64	65	63
Support Forces			
Underway Replenishment	38	36	34
Major Fleet Support	19	20	20
Minor Fleet Support	22	18	17
Patrol Craft	1	1	1
Minesweepers	3	3	3
Subtotal	396	398	407
<u>Reserve Components Forces</u>			
Surface Combatants	28	28	8
Amphibious Ships	3	3	3
Minesweepers	22	22	22
Minor Fleet Support Ships	4	6	6
Underway Replenishment	-	-	2
Subtotal	57	59	41
Total Ships	453	457	448

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
ASW Aircraft Squadrons			
Active Forces			
Land-Based	24	24	24
Ship-Based (Fixed/Rotary Wing)	28	28	29
Subtotal	52	52	53
Reserve Components Forces			
Land-Based	13	13	13
Ship-Based (Fixed/Rotary Wing)	4	4	0
Subtotal	17	17	13
Total ASW Aircraft Squadrons	69	69	66

1/ Table excludes ships assigned to Strategic Forces, RDT&E and Support Activities (57 ships in FY78 and FY79 and 55 ships in FY80).
 2/ Associated manpower is reported under Tactical Air Forces.

Naval Forces Manpower
 (End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Military			
Active	180.2	182.0	180.7
Reserve Components	46.8	55.4	38.6
Civilian	0.8	0.9	0.9

The increase in active military manpower between FY 1978 and FY 1979 reflects increased ship manning requirements as a result of growth in the size of the active fleet. The increases are partially offset by reductions in Naval Support Forces manpower. These changes are explained in more detail in Chapter X which describes Navy's overall manpower requirements.

The number of Navy active fleet ships increases from a total of 455 in FY 1979 to 462 in FY 1980 for an increase of seven ships during this period. This overall increase represents the net total of a number of ship changes and, to a degree, masks substantial improvements in fleet modernization since the number of modern new ships entering the active fleet is partially offset by the decommissioning and deactivation of a number of older, less combat capable ships. During the same period, the size of the Naval Reserve Fleet will decline from a total of 59 in FY 1979 to 41 in FY 1980 as a result of the decommissioning of 20 older destroyers and the transfer of two ammunition ships from the active fleet to the reserve fleet in FY 1980. While not reflected in any numerical

change, the Naval Reserve Fleet amphibious capability will be strengthened with the transfer of three cargo ships from the active fleet offsetting the drop of two older amphibious transport ships and one amphibious cargo ship.

2. Capabilities of Naval Forces

Naval forces are required to have the capabilities to carry out prompt and sustained combat operations at sea. This includes the ability to exercise sea control and to project power ashore. For sea control operations, the United States maintains sea and land-based aircraft, surface combatants, attack submarines, mines, surveillance systems, and logistics support forces. For the projection of power ashore, the United States provides sea-based aircraft and amphibious forces, together with escorting and supporting forces. Many of these forces have utility in both the sea control and force projection roles and also carry out the naval presence and crisis control missions in peacetime.

Requirements for active US naval forces are derived by the need to maintain those forces which deploy forward in peacetime or which are planned for early use in a NATO war. Reserve forces are planned to provide the additional sustaining capability needed in a NATO war.

In peacetime and wartime, naval forces are organized into task units depending upon the mission to be performed, the threat, and the environment. The building block for these task units is the individual ship. The following examples demonstrate the formation of these task units.

- Carrier Battle Group (CBG). A representative CBG would comprise one carrier, from four to eight surface combatants, and up to two attack submarines (SSN) to conduct offensive sea control operations. A representative mix would be one cruiser (CG), three guided missile destroyers (DDG), three destroyers (DD) and one SSN. This CBG would normally operate in the open ocean where the air threat is not numerically demanding. Against more severe threats, CBGs would normally be combined to provide mutual support.

- Amphibious Ready Group (ARG). An ARG would comprise four to eight amphibious ships capable of transporting a Marine amphibious unit (1/9 of a division/wing team) and protection forces as necessary. A representative mix of protection forces would consist of five frigates (FF or FFG) and two guided missile destroyers (DDG).

- Underway Replenishment Group (URG). URGs provide logistics support (fuel, munitions, food) to other task units at sea. A typical URG would have four underway replenishment ships: two oilers (AO); an ammunition ship (AE); and a combat stores ship (AFS). The

URG might be escorted by four to five protection ships. A representative mix would be two guided missile frigates (FFG), and two to three frigates (FF) or destroyers (DD).

E. Mobility Forces

1. Summary of Forces and Manpower

The following tables display the Mobility Forces and manpower.

Mobility Forces

<u>Airlift Forces</u> (Squadrons/UE)	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Active</u>			
Strategic	17/304	17/304	17/304
Tactical	15/234	12/231	12/231

<u>Reserve Components</u>			
Strategic 1/	17/--	17/--	17/--
Tactical	36/368	36/368	36/376

Rescue/Recovery (Squadrons/UE)

Active	7/104	7/104	7/88
Reserve (ANGUS/USAFR)	6/56	6/56	6/49

Aeromedical (Squadrons/UE)

Active	3/17	3/17	3/17
Reserve (USAFR) 1/	1/--	1/--	1/--

Sealift Forces 2/

<u>Nucleus Fleet</u>			
Government owned/operated	56	61	61
Contractor Operated 3/	14	14	14
Commercial Fleet	35	34	34

- 1/ Air Force Reserve associate squadrons operate and maintain active force aircraft.
- 2/ Only government owned MSC Nucleus Fleet ships are manned by Navy civil service personnel. Manning of all other MSC ships is accomplished by manpower from the private sector.
- 3/ Four of these ships are government owned.

Mobility Forces Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	38.3	37.4	36.8
Reserve Components	47.6	47.8	47.7
<u>Civilian</u>	20.4	20.6	20.4

The decrease in FY 1979 active forces reflects inactivation of one C-130 squadron and installation of inertial navigation system (INS) equipment in C-141 and C-5 aircraft. FY 1980 decreases are due to the planned reduction of rescue and recovery aircraft and the continued installation of INS equipment on C-141 and C-5 aircraft.

The decrease of Reserve Components in FY 1980 reflects the installation of INS equipment in C-141s and C-5s. This decrease is partially offset by an increase in the C-5 crew ratio for USAFR associate squadrons.

The number of civilians in the Navy increases in FY 1979 and FY 1980 due to an increase in the number of ships manned by civilians. The increase is partially offset by a reduction in the number of civilians in Air Force Mobility Forces associated with force structure changes in the Air Reserve Forces and the conversion of technician positions to full-time military.

2. Capabilities of Mobility Forces

Mobility Forces consist of strategic and tactical airlift, sealift, mobility support forces including air and sea terminals, aerospace rescue and recovery, and aeromedical evacuation units. They are a vital element of our Tactical/Mobility structure. To deter aggression, we must have a credible capability to bring our forces to bear quickly whenever and wherever necessary. Mobility Forces enable the United States to do this without positioning large numbers of U.S. forces abroad.

Mobility Forces could be used in a variety of situations, ranging from a show of force to support of an all-out conventional war. Present planning for the spectrum of possible deployments involves principally military and U.S. commercial assets. However, in the case of a war in Europe, planning includes NATO allied participation in assisting U.S. deployments.

a. Airlift

(1) Strategic Airlift

Strategic airlift provides the capability to rapidly deploy forces or critical logistical support to any part of the world. Our military strategic airlift force consists of both active and Air Force Reserve associate units. The active force comprises four C-5 and thirteen C-141 squadrons. For each active force unit there is a collocated Air Force Reserve associate squadron.

In addition to the military assets, US commercial airlines have committed 385 long-range aircraft to the Civil Reserve Air Fleet (CRAF) program. Of these, 113 are cargo or passenger/cargo convertible aircraft and 272 are passenger-only aircraft.

(2) Tactical Airlift

In contrast to strategic airlift which provides deployment capability from CONUS to overseas areas, tactical airlift provides transportation and air logistic support for theater forces. Our active tactical airlift force consists of 15 C-130 squadrons. This active force is augmented by the Air National Guard and Air Force Reserve which maintain 29 C-130, 4 C-123, and 3 C-7 squadrons.

(3) Aerospace Rescue and Recovery. The aerospace rescue and recovery force maintains the capability to deploy worldwide to meet contingency or emergency rescue requirements, primarily for downed air crews. Additionally, this force is manned to furnish regional search and rescue coordination for the CONUS land region and Alaska. The active force is composed of HC-130 fixed wing aircraft and HH-53, HH-3 and UH-1 helicopters. As with airlift, the active force is augmented by reserve forces operating HC-130, HH-3 and UH-1 aircraft.

(4) Aeromedical Evacuation. The aeromedical evacuation system provides the capability to move patients as expeditiously as possible to hospitals. The active force consists of one C-9 CONUS squadron, one C-9 squadron in the Pacific, and one in Europe. The CONUS unit is augmented by an Air Force Reserve Associate squadron. In addition, strategic airlift aircraft may be used for aeromedical evacuation if necessary.

b. Sealift. We rely heavily on sealift to deploy and sustain our forces. The ships controlled by the Military Sealift Command have only a limited capability. We are reliant on US flag ships, the National Defense Reserve Fleet and the ships of our allies to provide the necessary sealift in a major war and lesser contingencies.

F. Disposition of Forces

The peacetime disposition of US Tactical/Mobility Forces is a combination of CONUS and forward deployed forces. Forward deployed forces are a symbol of the U.S. commitment to mutual defense of areas critical to US national security. Should deterrence fail, forward deployed forces provide an initial combat capability.

Forces located in the United States provide additional combat and support units capable of deployment to any theater of operations in the event of war. These forces also provide a peacetime base of rotation for units and ships deployed overseas.

The following tables provide the disposition of the major elements of Tactical/Mobility Forces. In addition to location, the tables provide the missions of deployed units.

FORWARD DEPLOYMENTS

END FY 1980 TACTICAL/MOBILITY FORCES

<u>Unit</u>	<u>Location</u>	<u>Mission</u>
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Army Divisions

1st Armored Division	W. Germany	Force presence. In concert with allied and other US forces, deter Warsaw Pact aggression. Failing that, stop any Warsaw Pact ground attack with a minimum of loss of NATO territory, and ensure the prompt restoration of prewar boundaries.
3d Armored Division		
3d Infantry Division (M)		
8th Infantry Division (M)		
Bde, 1st Infantry Division (M)		
Bde, 2d Armored Division		
Bde, 1st Cavalry Division		
2d Infantry Division (-)	S. Korea	Force presence. Provides ground combat and security forces for South Korea.

Special Mission Brigades

Berlin Brigade	W. Germany	Force presence.
193d Infantry Brigade	Panama	Defense of Canal Zone.

Armored Cavalry Regiments

2d Armored Cavalry Regiment	W. Germany	Force presence. Provides reconnaissance and security forces.
11th Armored Cavalry Regiment		

Navy Ships and Aircraft

<u>Sixth Fleet 1/</u>	Mediterranean	Provide peacetime naval presence throughout Mediterranean.
2 Multipurpose Carriers		Provide naval force in Mediterranean in the event of a NATO conflict.
14 Surface Combatants		Provide crises management or contingency force in Mediterranean.
14 Attack Submarines and Auxiliaries		
1 Amphibious Ready Group 2/		
1+ ASW Patrol Squadrons (12 aircraft)		

Middle East Force 1/

1 Flagship (AGF)	Persian Gulf, Arabian Sea and Indian Ocean	Provide peacetime naval presence in Persian Gulf, Arabian Sea and Indian Ocean.
2 Surface Combatants		Provide limited contingency force in the area.

<u>Unit</u>	<u>Location</u>	<u>Mission</u>
<u>Seventh Fleet & Western Pacific 1/</u>	Western Pacific	Maintain Western Pacific sea lanes in NATO or Asian conflict.
2 Multipurpose Carriers		Provide tactical air and amphibious "projection" forces in support of Asian conflict.
19 Surface Combatants		Provide crisis management of contingency force in Western Pacific.
17 Attack Submarines and Auxiliaries		Provide peacetime naval presence throughout Western Pacific.
2 Amphibious Ready Groups 2/		
4 ASW Patrol Squadrons		

Marine Corps Forces

Marine Amphibious Unit (afloat)	Mediterranean	Provide forward afloat force presence in the Eastern Atlantic/Mediterranean.
Battalion Landing Team (afloat)	Atlantic Deployed afloat intermittently	Provide forward afloat force presence in the Western Atlantic and Caribbean.
3d Marine Division (-)	Japan (Okinawa)	Provide forward deployed ground/air combat forces with amphibious forcible entry capability.
1st Marine Aircraft Wing (-)	Japan (incl Okinawa)	
Marine Amphibious Unit (afloat)	Western Pacific	Provide forward afloat force presence in the Western Pacific.
Battalion Landing Team (afloat)		

Air Force Tactical Aircraft Forces 3/

Europe

13 Squadrons	United Kingdom	Provide force presence in forward areas.
16 Squadrons	West Germany	
1 Squadrons	Netherlands	Provide close air support, gain air superiority, and provide interdiction and reconnaissance for a NATO conflict.
3 Squadrons	Spain	
1 Squadrons	Iceland	
5 Squadrons (Dual-based)	W. Germany, Italy, U.S.	
39		

<u>Unit</u>	<u>Location</u>	<u>Mission</u>
<u>Pacific</u>		
2 Squadrons	Philippines	Provide force presence.
5 Squadrons	Japan (Okinawa)	Provide close air support,
5 Squadrons	Korea	gain air superiority, and
12		provide interdiction and
		reconnaissance for
		an Asian conflict.

- 1/ Figures shown are approximate averages. Most ships are rotated to distant assignments from US homeports. Mediterranean and Western Pacific forces, however, contain a few units selectively homeported overseas, including one CV homeported in Japan.
- 2/ An Amphibious Ready Group (ARG) is one-ninth of an Amphibious Task Force (ATF). It consists of 4 to 8 amphibious ships with a Marine Battalion Landing Team (BLT) or a Marine Amphibious Unit (MAU) embarked. In WESTPAC the two ARGs consist of one MAU and one BLT.
- 3/ Includes fighter, attack, reconnaissance, special operations, TACCS and airborne TACS squadrons.

Air Force Mobility Forces 1/

Europe 2/

2 Squadrons	W. Germany	Provides transportation
1 Squadron	United Kingdom	air logistic support,
and aeromedical		
evacuation capability		
for theater forces.		
<u>Pacific</u>		
1 Squadron	Japan	
2 Squadrons	Philippines	

- 1/ Includes tactical airlift and aeromedical evacuation aircraft.
- 2/ Includes rotational squadron.

UNITS IN OR NEAR THE UNITED STATES
END FY 1980 TACTICAL/MOBILITY FORCES

<u>Unit</u>	<u>Location</u>
<u>Active Army</u>	
	<u>Army Divisions</u>
1st Infantry Division (M) <u>1/</u>	Fort Riley, Kansas
2d Armored Division <u>1/</u>	Fort Hood, Texas
Brigade, 2d Infantry Division	To be determined
4th Infantry Division <u>1/</u> (M)	Fort Carson, Colorado
1st Cavalry Division <u>1/</u>	Fort Hood, Texas
9th Infantry Division	Fort Lewis, Washington
101st Airborne Division (Air Assault)	Fort Campbell, Kentucky
82d Airborne Division	Fort Bragg, North Carolina
7th Infantry Division <u>2/</u>	Fort Ord, California
24th Infantry Division (M) <u>2/</u>	Hunter/Stewart, Georgia
5th Infantry Division (M) <u>2/</u>	Fort Polk, Louisiana
25th Infantry Division <u>2/</u>	Hawaii

1/ These divisions each have one brigade in Europe.

2/ Comprises two active brigades and one from the Reserve Components.

<u>Army Separate Brigades</u>	
194th Armored Brigade	Fort Knox, Kentucky
197th Infantry Brigade	Fort Benning, Georgia
6th Cavalry Brigade (Air Combat)	Fort Hood, Texas
172d Infantry Brigade	Fort Richardson, Alaska

<u>Armored Cavalry Regiment</u>	
3d Armored Cavalry Regiment	Fort Bliss, Texas

Reserve Components

<u>Army Divisions</u>	
49th Armored Division	Texas
50th Armored Division	New Jersey, Vermont
40th Infantry Division (M)	California
38th Infantry Division	Indiana, Michigan
28th Infantry Division	Pennsylvania
26th Infantry Division	Massachusetts, Connecticut
42d Infantry Division	New York
47th Infantry Division	Minnesota, Illinois, Iowa

UnitLocationArmy Separate Brigades 1/

30th Armored Brigade	Tennessee
31st Armored Brigade	Alabama
155th Armored Brigade	Mississippi
48th Mechanized Brigade 2/	Georgia
157th Mechanized Brigade	Pennsylvania (USAR)
218th Mechanized Brigade	South Carolina
256th Mechanized Brigade 2/	Louisiana
69th Mechanized Brigade	Kansas
29th Infantry Brigade 2/	Hawaii
32d Mechanized Brigade	Wisconsin
67th Mechanized Brigade	Nebraska
30th Mechanized Brigade	North Carolina
45th Infantry Brigade	Oklahoma
187th Infantry Brigade	Massachusetts (USAR)
39th Infantry Brigade	Arkansas
81st Mechanized Brigade	Washington
205th Infantry Brigade	Minnesota, Wisconsin, Iowa (USAR)
41st Infantry Brigade 2/	Oregon
53d Infantry Brigade	Florida
73d Infantry Brigade	Ohio
92d Infantry Brigade	Puerto Rico
58th Infantry Brigade	Maryland
116th Infantry Brigade	Virginia

1/ The 33d Infantry Brigade (Illinois National Guard) is provided for school support and is not included.

2/ Round-out brigade for active Army division.

Army Armored Cavalry Regiments

107th Armored Cavalry Regiment	Ohio, West Virginia
116th Armored Cavalry Regiment	Idaho, Oregon, Mississippi
163d Armored Cavalry Regiment	Montana, Nevada
278th Armored Cavalry Regiment (-) 1/	Tennessee

1/ Minus one squadron.

Navy Ships and AircraftActive

<u>Second Fleet & Western Atlantic</u>	U.S. East Coast and Western Atlantic
5 Multipurpose Carriers	
61 Surface Combatants	
139 Attack Submarines, Patrol	
Combatants, Mine Warfare	
Ships, Amphibious Ships,	
and Auxiliaries	
10 ASW Patrol Squadrons	

<u>Unit</u>	<u>Location</u>
<u>Active</u>	
<u>Third Fleet and Eastern Pacific</u>	U.S. West Coast and Eastern Pacific
4 Multipurpose Carriers	
67 Surface Combatants	
106 Attack Submarines, Patrol Combatants, Amphibious Ships, and Auxiliaries	
8 ASW Patrol Squadrons	

Reserve Components

<u>Second Fleet and Western Atlantic</u>	U.S. East Coast and Western Atlantic
19 Surface Combatants	
14 Mine Warfare Ships/Amphibious Ships	
2 Auxiliaries	
7 ASW Patrol Squadrons	

<u>Third Fleet and Eastern Pacific</u>	U.S. West Coast and Eastern Pacific
10 Surface Combatants	
11 Mine Warfare Ships/Amphibious Ships	
2 Auxiliaries	
6 ASW Patrol Squadrons	

Marine Corps Forces

Active

I MAF

(1st Marine Division/3d Marine Air Wing, 1st Force Service Support Group, plus supporting elements).

Camp Pendleton, Calif/Marine Corps Air Station (MCAS), El Toro, Calif. and Marine Corps Base, Twenty-Nine Palms, Calif.

II MAF

(2d Marine Division/2d Marine Air Wing, 2d Force Service Support Group plus supporting elements).

Camp Lejeune, N.C./MCAS, Cherry Point, N.C. and MCAS, New River, N.C. and MCAS, Beaufort, S.C.

1st MARINE BRIGADE

(Regimental Landing Team 3/Marine Aircraft Group 24, plus supporting Force Service Support Group Elements).

Marine Corps Air Station Kaneohe Bay, and Camp H. M. Smith, Hawaii

<u>Unit</u>	<u>Location</u>
Reserve Components	
DIVISION WING TEAM	
(4th Marine Division/4th Marine Air Wing Team/4th Force Service Support Group).	
Headquarters at New Orleans, Louisiana	

Air Force Tactical Aircraft Forces 1/

Active

58 Squadrons 2/	CONUS, Alaska and Hawaii
54 CONUS	
3 Alaska	
1 Hawaii	

Reserve Components

55 Squadrons	CONUS, Puerto Rico and Hawaii
53 CONUS	
1 Puerto Rico	
1 Hawaii	

1/ Includes fighter, attack, reconnaissance, special operations,
TACCS, and airborne TACS squadrons.
2/ Excludes dual-based squadrons.

Air Force Mobility Forces 1/

Active

28 Squadrons 2/	CONUS and Alaska
27 CONUS	
1 Alaska	

Reserve Components

54 Squadrons 3/	CONUS and Alaska
53 CONUS	
1 Alaska	

1/ Includes strategic and tactical airlift and aeromedical evacuation
aircraft.
2/ Excludes rotational squadrons.
3/ Includes C-5, C-141, and C-9 USAFR Associate Squadrons.

CHAPTER VI

AUXILIARY ACTIVITIES

A. Introduction

Auxiliary Activities personnel carry out major defense-wide programs under centralized DoD control. These programs include Intelligence, Centrally Managed Communications, Research and Development, and Geo-Physical Activities. The following table shows the manpower for Fiscal Years 1978-1980:

DoD Auxiliary Activities Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active			
Intelligence	34.9	35.1	34.6
Centrally Managed Comm.	33.6	32.3	32.0
Research and Development	29.6	28.8	28.1
Geophysical Activities	10.3	10.0	9.9
Total DoD	<u>108.5</u>	<u>106.3</u>	<u>104.8</u>
Reserve Components			
Intelligence	5.6	4.9	2.1
Centrally Managed Comm.	12.4	12.0	10.9
Research and Development	1.3	1.4	1.0
Geophysical Activities	1.2	1.2	0.8
Total DoD	<u>20.7</u>	<u>19.4</u>	<u>14.8</u>
<u>Civilian</u>			
Intelligence	7.8	8.0	7.5
Centrally Managed Comm.	11.7	12.3	12.3
Research and Development	77.6	76.0	75.3
Geophysical Activities	9.9	10.1	10.1
Total DoD	<u>107.0</u>	<u>106.5</u>	<u>105.3</u>

Note: Detail may not add to totals due to rounding.

B. Intelligence

Intelligence activities gather, analyze and disseminate foreign intelligence information to users at the national, departmental, and tactical levels. This information is used for strategic planning as well as supporting force planning, operations, and research and development. These requirements form the basis for budget and manpower allocations.

Functional requirements, engineering standards, and other management criteria provide the principal measures for determining intelligence unit manning. Manpower levels are modified as broad missions of the staffs change; as science and technology impact on the intelligence process; and as actual combat experience may require. Integration of military and civilian expertise is essential to the success of defense intelligence activities. Military personnel provide some of the necessary experience and perspectives required to carry out the different functional activities associated with military intelligence. The balance of the work force is civilian.

The two principal programs which involve the bulk of defense intelligence manpower are discussed below.

1. Consolidated Cryptologic Program (CCP)

The cryptologic program is managed by the Director, National Security Agency (NSA). The NSA mission is international in scope and involves the performance of highly specialized technical functions in support of the foreign intelligence activities of the United States. Resources included are those authorized and appropriated by the Congress for selected intelligence organizations, the Army, Navy, Air Force and for NSA. For security reasons, NSA civilian manpower is excluded from the DoD civilian authorization request in accordance with PL 86-36.

By National Security Council Directives, the Director, National Security Agency has been assigned three basic cryptologic responsibilities under the Secretary of Defense:

- Organizing, operating, and managing certain activities and facilities for collecting, processing, analyzing and reporting of foreign intelligence information;
- Organizing and coordinating the research and engineering activities of the U.S. Government which are in support of the cryptologic program; and
- Regulating certain communications in support of agency missions.

2. General Defense Intelligence Program (GDIP).

The GDIP covers all military intelligence units and activities in the National Foreign Intelligence Program other than Navy and Air Force special activities and the Consolidated Cryptologic Program. It includes the Defense Intelligence Agency, units from each of the military departments and special security and communications elements of the Defense Mapping Agency. It also includes intelligence units of the Unified and Specified Commands that have theater-wide responsibilities and significant national and departmental peacetime intelligence missions.

The following table shows Intelligence manpower:

Intelligence Manpower 1/
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	34.9	35.1	34.6
Reserve Components	5.6	4.9	2.1
<u>Civilian</u>	7.8	8.0	7.5

1/ Excludes National Security Agency civilian manpower.

The active military and civilian reductions reflect the realignment of cryptologic base operating support manpower to BOS beginning on FY 1980. The reductions in reserve manpower are due to the transfer of Navy reservists in this category from Selected Reserve to the Individual Ready Reserve.

C. Centrally Managed Communications

Centrally Managed Communications (CMC) consist of the key worldwide dedicated and common-user communications systems of the Defense Department required to support and implement overall national security policy and objectives. To understand CMC, it is necessary to consider it in the context of the larger communications community, Telecommunications and Command Control Program (T&CCP), of which it is the largest element. T&CCP contains the resources that support the Command, Control, and Communications (C³) Systems of the Department of Defense. The C³ Systems are the means through which National Command Authorities (the President and the Secretary of Defense) and, under their direction, the military commanders control and employ the military strength of the nation. While T&CCP manpower appears in all Defense Planning and Programming Categories, Centrally Managed Communications represents about 45% of the total.

Functions by Defense Planning and Programming Categories in the T&CCP are:

Strategic category includes the Worldwide Military Command and Control System (WWMCCS); automated data processing installations such as those at Strategic Air Command (SAC), North American Air Defense Command (NORAD) and the National Military Command Center (NMCC); WWMCCS Facilities such as Airborne Command Posts, NORAD Combat Operation Center (COC) and the WWMCCS System Engineer; and communication systems for the National Military Command Systems (NMCS), Fleet Ballistic Missile Control, and Air Force strategic missile systems.

Tactical/Mobility category includes such telecommunications systems as Joint Tactical Communications, Air Force Tactical Air Control System and Army signal battalions.

Support Activities include base communications for installations supporting operational commands in both U.S. and overseas locations, communications logistics operations and communications management headquarters manpower.

Auxiliary Activities include Centrally Managed Communications (CMC) and communications systems supporting intelligence and security, weather service, and satellite control.

Centrally managed communications reduce duplication of effort and improve the responsiveness of these communications systems to our National Command Authorities. In addition to the people associated with the operation and maintenance of these systems, CMC includes the people involved in communications security.

Worldwide communications to facilitate command and control of our forces are provided by the Defense Communications System (DCS) and the communications systems of the military services. The DCS is made up of a number of general purpose sub-systems such as the automatic voice network, the digital transmission network and the secure voice network. military service communications systems provide internal networks for the services and interface with DCS systems.

Communications requirements for these systems are established based on current and projected deployment of our forces, i.e., the number, type, and location of installations and the distances between locations. The required capacity for each of several modes of communications is determined based on prior experience and the expressed needs of the field commander. Each such operating location is manned based on the number of operating positions to be filled, maintenance manhours required and the need for administration and support. Therefore, the strength of the CMC is not merely a function of the size of the forces being supported, but also the composition and dispersion of those forces.

The following table reflects the DoD manpower in Centrally Managed Communications (CMC).

<u>Centrally Managed Communications Manpower</u> (End Strength in Thousands)		<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>				
Active		33.6	32.3	32.0
Reserve Components		12.4	12.0	10.9
<u>Civilian</u>		11.7	12.3	12.3

Note: Detail may not add to totals due to rounding.

There was no significant change in CMC active military or civilian manpower from FY 1979 to FY 1980. The reduction in reserve manpower is primarily attributable to the Navy's reduced augmentation of combat-equipped units from Navy telecommunications area master stations and the transfer of Selected Reserve manpower to the IRR.

D. Research and Development

The Department of Defense R&D effort has two essential objectives: (1) assure a continuous flow of initiatives and options out of the base of science and advanced technology and into development projects, and (2) develop effective systems to deter war and respond to aggression. These efforts are paced by the technological improvement which the Soviet Union continues to make in its forces.

Manpower attributed to the R&D programs conducts the work performed in the 105 laboratories and test and evaluation facilities of the DoD. They also manage defense-related R&D contracted with agencies outside DoD. This work encompasses virtually all aspects of the physical, biomedical, environmental, and behavioral sciences, plus the engineering disciplines.

The DoD R&D organization includes both military and civilian manpower. Military experience and expertise have proven invaluable in making the transition from a statement of military requirements through the design, development, test, and evaluation phases toward the final production of effective weapons systems. Military personnel are largely employed in test activities where their current operational skills and professional backgrounds are fully utilized. Civilian manpower is used to fill billets not absolutely requiring military incumbents. A summary of R&D manpower is shown below.

Research and Development Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	29.6	28.8	28.1
Reserve Components	1.3	1.4	1.0
<u>Civilian</u>	77.6	76.0	75.3

The FY 1980 military decreases are associated primarily with the Air Force plans for conversion of base supply and aircraft maintenance activities to contract. The elimination of Navy Selected Reserve personnel accounts for the decrease in the Reserve components. These Navy reservists were transferred to the IRR. The decreased civilian manpower resulted from increased efficiencies in Navy laboratories.

E. Geophysical Activities

This category consists of manpower associated with meteorological, topographic, oceanographic, and navigational activities. These activities provide common services involving geophysical phenomena to the DoD, as well as to other departments and agencies. These services are essential to the effective delivery of ICBMs and cruise missiles; to the safe navigation of ships, submarines and aircraft; and to the successful accomplishment of essentially every other major military mission.

Meteorological activities include Air Force weather reconnaissance units, Navy weather centers, and Air Force base weather detachments. Also included are a small number of administrative personnel needed to control the operations of the Air Weather Service and the Navy Weather Service.

Topographic and oceanographic activities involve the preparation, production, and dissemination of maps and charts, and the investigation and evaluation of topographic and oceanographic phenomena. Also included are a small number of administrative personnel needed to control the operations of the Defense Mapping Agency and the Oceanographer of the Navy.

Navigational activities include units which provide Defense-wide navigational support via the operation of navigation satellite control facilities.

Manpower requirements for Geophysical Activities are predicated upon the services performed at each location and the activity level of all organizations serviced by each location. The manpower needed to provide these services is determined by applying work measurement standards. As

in other categories, civilian manpower is used to obtain skills not readily available from military sources and to fill billets not absolutely requiring military incumbents. Included are professional meteorologists and oceanographers who supplement the small military officer community in manning weather facilities; meteorological technicians who observe, collect, record and analyze meteorological and oceanographic data in the development of forecasts and related environmental services; technical specialists who perform diverse functions encompassing ADP operations and maintenance, atmospheric and oceanographic modeling, and environmental data product development and dissemination; and a small staff to perform supervisory clerical and logistics functions.

The manpower devoted to the provision of the defense-wide services associated with Geophysical Activities for FY 1978 through FY 1980 is shown in the following table:

Geophysical Activities Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	10.3	10.0	9.9
Reserve Components	1.2	1.2	0.8
<u>Civilian</u>	9.9	10.1	10.1

The reduction in Selected Reserve manpower in FY 1980 reflects the transfer of naval personnel to the Individual Ready Reserve.

CHAPTER VII

SUPPORT ACTIVITIES

A. Introduction

This chapter discusses the nine subcategories of Support Activities: Base Operating Support, Medical Support, Personnel Support, Individual Training, Force Support Training, Central Logistics, Centralized Support Activities, Management Headquarters, and Federal Agency Support. Support Activities account for approximately 29 percent of active military manpower, 10 percent of Selected Reserve manpower and more than 83 percent of the DoD civilian manpower.

The following table displays the Support Activities manpower by subcategory.

DoD Support Activities Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Military			
Active			
Base Operating Support	244.6	242.5	242.3
Medical Support	86.5	83.9	84.2
Personnel Support	29.1	27.9	28.2
Individual Training	93.3	90.8	92.1
Force Support Training	40.2	40.7	42.0
Central Logistics	20.0	20.5	20.7
Centralized Support Activities	45.6	44.6	46.9
Management Headquarters	38.5	38.3	38.3
Federal Agency Support	2.7	2.8	2.8
Total DoD	<u>600.6</u>	<u>591.8</u>	<u>597.5</u>
Reserve Components			
Base Operating Support	23.7	20.6	15.2
Medical Support	9.9	9.7	8.9
Personnel Support	0.3	0.4	4.0
Individual Training	35.5	35.4	35.1
Force Support Training	2.4	0.7	-
Central Logistics	4.7	3.5	-
Centralized Support Activities	14.3	19.6	18.6
Management Headquarters	4.3	4.1	2.1
Federal Agency Support	0.3	0.5	0.4
Total DoD	<u>95.5</u>	<u>94.4</u>	<u>84.3</u>

<u>Civilian</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Base Operating Support	308.2	296.1	291.9
Medical Support	41.0	42.0	42.9
Personnel Support	18.4	19.8	20.9
Individual Training	21.8	21.5	21.6
Force Support Training	6.8	4.5	4.6
Central Logistics	358.9	347.2	342.8
Centralized Support Activities	55.9	56.8	56.3
Management Headquarters	35.3	35.8	35.8
Federal Agency Support	*	*	*
Total DoD	<u>846.5</u>	<u>823.6</u>	<u>817.0</u>

NOTE: Detail may not add to totals due to rounding.

*Fewer than 50.

B. Base Operating Support

Base Operating Support consists primarily of the organizations and resources for installation headquarters administration; installation operational, housekeeping, and service functions; and real property maintenance. Program elements for Reserve component units with installation support missions are also included in this category. Excluded are management headquarters, medical support and overseas dependent education.

Base Operating Support includes a wide range of diverse services similar to those provided by local government, utility companies, and the "service industry" segment of the civilian economy. Included are: (1) services which directly support forces, active and Reserve (e.g., airfield operations, wharf operations, and base supply and transportation activities); (2) services which maintain the installation facilities (e.g., building and road construction and repair, police and fire protection, trash and sewage disposal, and utilities operation); (3) services which directly support operating personnel, military and civilian (e.g., food services, laundries, clothing issue, payroll and administrative activities, and housing); and (4) services which maintain the "quality of life" primarily for servicemen, and to some extent for dependents and retirees (e.g., exchanges, theaters, libraries, religious activities, and sports and entertainment facilities).

The amount of manpower required in Base Operating Support is dependent upon: (1) the number of installations, (2) the size and composition of the force structure, (3) the size and composition of the population supported, and (4) the range and level of services provided. The decision to open or retain an installation generates a workload. Part of this workload is relatively insensitive to the number of people supported by the installation. This portion of the workload is known as "fixed" since the mere existence of the installation generates the work. Road repair is an example.

The "variable" portion of Base Operating Support depends upon the size and composition of the population that is being supported. This population consists of active duty personnel and their dependents, and to a lesser extent, retirees and their dependents, Reserve and National Guard personnel, civilian DoD employees, members of other uniformed services (e.g., Coast Guard), and Foreign Service personnel and their dependents. The active duty serviceman assigned to an installation and accompanied by dependents is the largest consumer of Base Operating Support services.

Accounting for Base Operating Support manpower varies among the services. All the services include in the Base Operating Support category those people who provide fixed-site services such as housing and real property maintenance. However, in the Army, Navy, and Marine Corps, manpower providing food, transportation, and supply type services to divisions and ships are integral with those units for operational purposes and are counted as mission manpower. The Air Force accounts for this manpower in Base Operating Support and carries only operations and maintenance manpower in its Strategic and Tactical/Mobility categories. These organizational differences preclude making simple "combat to support" comparisons among the Services.

The following table summarizes Base Operating Support manpower.

Base Operating Support Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	244.6	242.5	242.3
Reserve Components	23.7	20.6	15.2
<u>Civilian</u>			
	308.2	296.1	291.9

The FY 1980 decrease in active military strength is a result of putting additional support functions on contract and withdrawals from Korea. This is partially offset by an increase for the restoration and recoding of cryptologic equipment. The FY 1980 decrease in Reserve component strength is part of the reduction in the Navy Selected Reserve. The FY 1980 decrease in civilian strength is based principally on anticipated conversions to contract.

C. Medical Support

The people in Medical Support are involved in the military direct-care medical system. They provide for the operations of the 168 hospitals and 310 separate outpatient clinics with a total of approximately

21,000 operating beds. These medical people provide a nucleus around which to build our wartime medical force. The medical care demands of the active duty force in peacetime are less than the delivery capability of the medical manpower nucleus. Therefore, use of the direct-care system by retirees, dependents, and other DoD beneficiaries increases peacetime utilization of this nucleus of medical manpower.

Total medical manpower available to the services is routinely assigned to fixed-site medical activities such as hospitals and clinics, and to operational billets in ships and in field medical battalions. However, many medical support personnel assigned to operational billets often work in hospitals and other fixed-site facilities during peacetime when not performing their tactical mission.

The Department is currently facing a physician shortage of about ten percent of authorized strength. In order to overcome this shortage in the next several years, changes in the Armed Forces Health Profession Scholarship Program and physician compensation will be required to attract and retain adequate numbers of physicians in the military services.

The population eligible for care in DoD medical facilities has remained relatively constant over the past few years. However, admissions and the average number of beds occupied have been declining for several years. Between 1973 and 1977, admissions declined 13% and beds occupied declined 34%. The national trend towards providing maximum care on an outpatient basis, especially for minor surgery such as tonsillectomies, and new technology have contributed to this decline in hospitalization. This decline is expected to continue, but at a lesser rate. Outpatient visits to DoD medical facilities have remained relatively stable. The military departments have made a concerted effort to reduce the length of stay, particularly for active duty military, in DoD medical facilities to decrease operating costs.

Approximately eight million people are eligible for the Civilian Health and Medical Program of the Uniformed Services (CHAMPUS). These people are authorized use of CHAMPUS when the inpatient care they need is not available in a uniformed service facility within a 40 mile radius of their residence. For outpatient care they can exercise their own discretion on a cost sharing basis. About one million people annually actually receive health care from civilian sources under the program.

CHAMPUS Costs Since FY 1974

<u>Fiscal Year</u>	<u>CHAMPUS Cost (\$ millions)</u>
1974	482
1975	526
1976	516
197Q	136
1977	567
1978	610 ^{1/}
1979	454 ^{2/}
1980	754

1/ Includes amounts transferred to military departments for capitation test. This is a test where CHAMPUS funds are transferred to the service medical facilities on a per capita basis. This gives the local commander total fiscal responsibility for the health care of the eligible population within a 40 mile radius.

2/ Reduction due to change in time at which funds are obligated for services.

The number of people needed to staff medical activities is based on detailed workload studies and manpower surveys for each facility. Projected CHAMPUS funding is based on the expected average number of claims per person using CHAMPUS, the growth in population using the program, and expected inflation of civilian medical costs.

The following table summarizes Medical Support manpower:

<u>Medical Support Manpower</u> (End Strength in Thousands)
--

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	86.5	83.9	84.2
Reserve Components	9.9	9.7	8.9
<u>Civilian</u>			
	41.0	42.0	42.9

There are no major FY 1980 changes in active military strength levels in Medical Support. The FY 1980 decrease in Reserve component strength is part of the reduction in the Navy Selected Reserve. The FY 1980 civilian manpower increase is to provide medical services in the Canal Zone.

D. Personnel Support

Personnel Support provides several varied services including recruiting and examining, the overseas dependents education program, reception centers, disciplinary barracks, centrally-funded welfare and morale programs, the Armed Forces Information Program, and civilian career training and intern programs.

1. Recruiting and Examining

The people associated with recruiting and examining operate about 6,000 recruiting offices, manage the recruiting program, and operate 66 Armed Forces Entrance and Examination Stations. In FY 1980, approximately 30,000 military and civilian personnel are associated with recruiting and examining for the active and reserve forces.

2. Overseas Dependent Education Program

The people associated with the Overseas Dependent Education Program operate the elementary and secondary school systems for the children of military and DoD civilian personnel stationed outside of the United States. In FY 1980 about 8,700 civilians are associated with overseas dependents education and are shown in the Defense Agency strengths rather than in the individual departments.

3. Other Personnel Support

The people associated with Other Personnel Support are involved in the operation of armed forces reception centers, disciplinary barracks (including rehabilitation and retraining activities), centrally funded welfare and morale programs, the Armed Forces Information Program, and other similar activities.

The following table summarizes the strengths in Personnel Support:

Personnel Support Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	29.1	27.9	28.2
Reserve Components	0.3	0.4	4.0
<u>Civilian</u>			
	18.4	19.8	20.9

There are no major FY 1980 active military changes in this category. The FY 1980 increase in Reserve strength is for full-time recruiters, principally for the Army Reserve components. The FY 1980 increase in civilian manpower is for the assumption of responsibility for dependent education in the Canal Zone.

E. Individual Training

This section presents only a short overview of individual training in the Department of Defense. A detailed analysis of individual training conducted by the active training establishment is presented to the Congress in the Military Manpower Training Report for FY 1980.

The people included in this category are those who conduct and support centrally managed service training activities in schools and training centers. This category does not include the people undergoing training -- the trainees, students, cadets, and midshipmen -- who are reported under the Individuals category, discussed in Chapter VIII. The training addressed in this category imparts required skills and knowledge to individuals so that they are prepared to apply these skills in later assignments as members of operational organizations. This focus on the individual distinguishes Individual Training from Force Support Training, which is training conducted by operational units in order to achieve and maintain their combat readiness.

A smoothly functioning, efficient, and ready military establishment must be manned with the right number of properly trained personnel. Producing these trained personnel is the task of the training establishment. The number of personnel which must be trained in a given skill is a function of projected skill requirements versus projected skill inventories. If the inventory of qualified personnel in a skill is forecast to be less than the need, replacements must be trained in advance to fill the vacancies.

Reserve component manpower devoted to Individual Training provides for mobilization augmentation of the active training establishment. Included are both units and individuals. A Reserve component training organization, for example, would activate a training center, and mobilization designees from other Reserve components would provide augmentation staffing for existing centers.

The requirement for Individual Training manpower is based, in part, on the total number of personnel to be trained whether assigned to a school or attending in temporary duty status. Both active and Reserve component military personnel, as well as personnel from other government agencies (e.g., Coast Guard) and foreign military students, influence Individual Training manpower. The number of personnel required to instruct and support a given student/trainee workload is based on work measurement studies and historical experience, codified into staffing guides and other manning documents. The overall size of

the active training establishment is sensitive to the number of new active and Reserve accessions and the rate of retention of experienced personnel. It is also strongly influenced by the mix of types of training, methods of instruction, and the amount of training equipment which must be operated and maintained.

In the active training establishment, the people associated with Individual Training are subdivided into five categories, each of which is briefly described in the following paragraphs.

1. Recruit Training

The people involved in recruit training provide the basic introductory and indoctrination training given to non-prior service enlisted personnel, including reservists, immediately after entrance into a Service.

2. Officer Acquisition Training

The people associated with this category provide training programs leading to a commission in one of the services. Included are the faculties and staffs of the service academies, ROTC instructors, and instructors and staffs in officer candidate schools.

3. Specialized Skill Training

The people associated with specialized skill training provide individuals with skills needed in military specialties. Participants include graduates from recruit or officer acquisition training who are learning skills at the basic level and, at the more advanced level, officers and enlisted personnel with some operational experience who are being prepared for jobs of greater responsibility or technical complexity. The Army has combined recruit and specialized skill training for many new entrants into one-station unit training, conducted as a single course at one location.

4. Flight Training

The people associated with flight training provide undergraduate training of pilots, navigators, and naval flight officers, exclusive of Force Support Training and the training carried out in operational units. Included also are people responsible for providing some related advanced flight training, such as Army instructor flight training.

5. Professional Development Education

The people in this category provide educational courses conducted at the higher-level service schools to broaden the outlook and knowledge of senior military personnel or to impart knowledge in advanced academic disciplines to meet service and joint requirements. Almost all

of these people are involved in operating the intermediate and senior service and joint schools (i.e., command and staff colleges and war colleges and the National Defense University) and service graduate schools (i.e., Air Force Institute of Technology, and Navy Postgraduate School).

The following table summarizes Individual Training manpower.

Individual Training Manpower 1/
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	93.3	90.8	92.1
Reserve Components	35.5	35.4	35.1
Civilian	21.8	21.5	21.6

1/ Excludes active military and Reserve component trainees and students, and service academy and ROTC cadets (see Chapter VIII).

The FY 1980 increase in active military strength is in the Army and is due to fluctuations in recruit and specialized skill training workloads and increases in aviation training. A major change in the distribution of active military strength by service is the transfer of undergraduate helicopter pilot training from the Navy to the Army. The FY 1980 decrease in Reserve component strength is part of the reduction in the Naval Selected Reserve. The FY 1980 increase in civilian strength is the net of an increase for expansion of the Uniformed Services University of the Health Sciences offset by a reduction in anticipation of additional contracting.

F. Force Support Training

Force Support Training consists largely of Air Force and Navy advanced flight training and Army specialized warfare training activities. It provides specific skills for mission accomplishment and the necessary link between the centrally managed training activities that provide individuals the basic skills to do a job, and the training of the operational units themselves. Advanced training is provided by fleet readiness squadrons (Navy), marine combat crew readiness training groups, and combat crew training squadrons (Air Force). It is conducted in the specific aircraft to be flown into combat, thus making the transition from the undergraduate training aircraft, where the basic flying skills are learned, to the high performance operational aircraft. When aviators leave advanced flight training, they are ready to join deployed operational units and can fly combat missions.

The Army operates specialized warfare centers (i.e., arctic and jungle warfare), and the Navy operates fleet training groups which provide underway training assistance to ships.

The following table summarizes the manpower in Force Support Training.

Force Support Training
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	40.2	40.7	42.0
Reserve Components	2.4	0.7	-
<u>Civilian</u>			
	6.8	4.5	4.6

The FY 1980 active military increase in this category is divided between increases in the Navy and the Air Force. In the Navy the increase is to support the introduction of modern flight simulator equipment. In the Air Force the increases are due to an increase in tactical training aircraft, READY TEAM and in-flight refueling training. The FY 1980 decrease in Reserve component strength is part of the reduction in the Naval Selected Reserve. There is no major change in FY 1980 civilian strength.

G. Central Logistics

An adequate logistics capability is essential to maintaining the operational capability of the Armed Forces. Logistics support occurs at every organizational level in DoD and includes over a million people. The centrally managed supply, maintenance and other logistics activities are classified as Central Logistics. They currently employ some 380,000 people who are divided into the following three categories:

1. Supply Operations

The people employed in supply operations at the central or wholesale level buy, store, distribute, manage and control the supplies and spare parts needed by the services. The factors influencing the workloads and manpower required at the central supply activities include:

- the amount of equipment being used;
- the anticipated tempo of operations of the Armed Forces;

- the desired level of combat readiness;
- the maintenance required on the equipment; and
- introduction or phase-out of equipment.

2. Maintenance Operations

Central or depot level maintenance manpower is required to repair, overhaul and modify equipment and components. Factors influencing the maintenance workloads to be performed and the manpower required at the shipyard or depot level include:

- the size of the equipment inventory;
- the rate of use and conditions under which it is used;
- the desired level of materiel readiness;
- the maintenance, repair and overhaul policies and standards established for each type of equipment;
- the backlog carried forward from previous years and allowed to be carried over to future years; and
- the amount of central maintenance to be contracted to the private sector. (About 30 percent of the mission essential depot maintenance is now accomplished by private industry on contract.)

3. Logistics Support Operations

This category contains manpower for centralized logistics activities, other than supply and maintenance. Specifically included are: industrial preparedness, second destination transportation, property disposal, production engineering and testing, construction planning and design, operation of printing plants, storage and disposal of inactive equipment (including aircraft), logistics administrative support, and other centrally managed logistic support services. Corresponding Reserve component units are also included in this category.

The determination of logistics manpower requirements is accomplished by the military departments and defense agencies through a series of techniques including: engineered and statistical manning standards; manning guides based on past experience; and the projected supply and maintenance needs of the operating and support forces.

In FY 1980, approximately 364,000 men and women will perform central logistics functions. This includes 343,000 civilians and 21,000 active military as shown in the following table.

<u>Central Logistics Manpower</u> (End Strength in Thousands)		<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>				
Active		20.0	20.5	20.7
Reserve Components		4.7	3.5	-
<u>Civilian</u>		358.9	347.2	342.8

There is no major change in active military strength. The decrease in Reserve component strengths is part of the reduction in the Navy Selected Reserve. The FY 1980 reduction in civilian strength is based on anticipation of additional contracting and improvements in productivity of the workforce.

H. Centralized Support Activities

The manpower in this category is for centralized support to multiple missions and functions which do not fit other DPPC. Examples include:

1. Combat Developments Activities. These activities are engaged in the development, testing, and evaluation of new concepts, tactics, organization structure and equipment requirements, policies, usages of equipment, etc.

2. Counterintelligence and Investigative Activities. The people associated with counterintelligence and investigative activities perform investigations of applicants for DoD positions requiring security clearance and operate various programs designed to prevent the compromise of classified information. Included are the people for the Defense Investigative Service. This category also includes people associated with Service counterintelligence and criminal and fraud investigative activities.

3. Civil Air Patrol. The Department of the Air Force has the mission of providing support to the Civil Air Patrol. The requirements for people in this activity are related to the organization of the Civil Air Patrol, currently one wing for each state and also for the District of Columbia and Puerto Rico.

4. Criminal Investigation Activities. The people assigned to these organizations investigate crimes committed on DoD property (including leased space) and assist federal, state, and local law enforcement agencies in investigations of alleged crimes involving DoD personnel. The manpower requirements are a function of workload and the geographic dispersion of Defense installations.

5. Intelligence Support Activities. Included are people assigned to the Air Force Intelligence Service which provides specialized intelligence services to Headquarters USAF and USAF commanders worldwide.

6. Security Assistance Activities. In support of U.S. national security, the U.S. government provides defense material and services to certain foreign governments. Some is in the form of U.S. funded grant aid under the Military Assistance Program (MAP) and the International Military and Education Training Program (IMET). The current majority of security assistance is fully funded by the foreign governments through the Foreign Military Sales (FMS) program.

Security assistance manpower in the Centralized Support Activities category is limited to people who work full-time on MAP efforts or specific FMS cases. Activities include military assistance advisory groups, mobile training teams, technical assistance field teams, and similar organizations abroad.

The Centralized Support Activities category does not contain all security assistance manpower. In particular, most people supporting FMS spend only part of their time on FMS or perform overall administrative work that cannot be associated with a specific FMS case. Spaces for these people are incorporated in other DPPC which better describe their primary responsibilities.

7. Other Support. Certain support elements of unified commands, international military organizations and the Office of the Secretary of Defense make up this category.

The following table summarizes Centralized Support Activities Manpower:

Centralized Support Activities Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	45.6	44.6	46.9
Reserve Components	14.3	19.6	18.6
<u>Civilian</u>	55.9	56.8	56.3

The FY 1980 increase in active military strength is in the Army. This manpower supports improvements to the Army's Reserve component early deploying forces by increasing the level of full time manning. Although the active support is carried in this category, the Reserve units are carried in the appropriate mission category. The decrease in Reserve component strength is part of the reduction in the Naval Selected Reserve. This is partially offset by an increase to support the replacement of Reserve component civilian technicians with full-time reserve military. The FY 1980 civilian reduction is a result of this replacement program.

I. Management Headquarters

Organizational elements or units of all DoD components are designated as Management Headquarters activities when their primary mission requires that they substantially perform the following for organizations or units at a lower echelon:

- Policy development and/or guidance,
- Long range planning, programming, and budgeting,
- Management and distribution of resources,
- Program performance review and evaluation.

Management Headquarters activities also include units whose primary mission is to provide direct professional, technical, administrative or logistics support to a management headquarters.

Department of Defense Management Headquarters are divided into the following categories: Defense Agencies, International Military Organizations, Unified Commands, Service Support-Combat Commands, and Service Support-Support Commands.

1. Defense Agencies. These headquarters are responsible for direction and control of the Defense Agencies. Included are the headquarters of:

Defense Audit Service
Defense Advanced Research Projects Agency
Defense Communications Agency
Defense Contract Audit Agency
Defense Intelligence Agency
Defense Investigative Service
Defense Logistics Agency
Defense Mapping Agency
Defense Nuclear Agency
Defense Security Assistance Agency
National Security Agency/Central Security Service*

* Civilian manpower not included in the Defense Manpower Requirements Report.

Also included with this category is the Office of the Secretary of Defense and the Organization of the Joint Chiefs of Staff.

2. International Military Headquarters. These headquarters are responsible for the command and control of operating forces of allied nations in combined military operations. Included are:

NATO Headquarters

NATO Military Committee
Allied Command Atlantic
Allied Command Europe
Allied Command Channel

Allied Forces - Northern Europe
Allied Forces - Central Europe
Allied Forces - Southern Europe

Other International Headquarters

Central Treaty Organization
North American Air Defense Command
United Nations Command (Korea) 1/
ROK/US Combined Forces Command

1/ Consolidated with Eighth Army and U.S. Forces Korea.

3. Unified Command Headquarters. These headquarters are responsible for the command and control of operating forces of all services in unified and coordinated activities under the direction of the Joint Chiefs of Staff. Included are:

Atlantic Command
U.S. European Command
U.S. Southern Command
U.S. Readiness Command
Pacific Command

4. Service Support - Combat Commands. These headquarters provide Service command and control of deployed (or deployable) forces and forces tasked with the defense of the United States. Also included are corresponding Reserve component headquarters. The headquarters elements of the following organizations are included:

<u>Army</u>	<u>Navy and Marine Corps</u>
U.S. Army, Europe	U.S. Navy, Atlantic Fleet
U.S. Army Forces Command	U.S. Navy, Pacific Fleet
U.S. Army, Japan	U.S. Naval Forces, Europe
8th Army	Numbered Fleets
Military Traffic Management Command (and regional headquarters)	Navy Type Commands Fleet Marine Forces Military Sealift Command

Air Force

Strategic Air Command 1/
Alaskan Air Command
Aerospace Defense Command 1/
Tactical Air Command
U.S. Pacific Air Forces
U.S. Air Forces, Europe
Military Airlift Command 1/
Numbered Air Forces

1/ Specified Commands

5. Service Support - Support Commands. These headquarters provide operational and administrative control of the military service support commands. Also included are corresponding Reserve component headquarters. Examples of Service Support-Support Commands include: the Service Secretariats, the Army Staff, Air Staff, and Chief of Naval Operations Staff, training commands such as Army's Training and Doctrine Command, and the Air Force Air Training Command, and the depot-level logistics activities such as the Navy Material Command and the Air Force Logistics Command.

The following table summarizes the manpower in Management Headquarters.

Management Headquarters Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active Reserve Components	38.5 4.3	38.3 4.1	38.3 2.1
<u>Civilian</u>	35.3	35.8	35.8

There are no major changes in active military or civilian manpower assigned to this category. The FY 1980 decrease in Reserve component strength is part of the reduction in the Naval Selected Reserve.

J. Federal Agency Support

Federal Agency Support includes military and some civilian individuals assigned to Federal departments and independent agencies. The DoD assigns people to these organizations when it furthers the interests of DoD or when authorized by law. Assignments are reimbursable except in those instances where the mission is specifically given to DoD. A significant amount of effort has been expended to either control or reduce

the level of military people assigned in support of various non-DoD functions. Examples of Federal Agency Support are the 1,300 Marine Corps Embassy guards and the over 700 people assigned to the National Science Foundation (NSF). The NSF draws upon existing DoD (Navy) resources and capabilities to support its Antarctic program rather than forming and training an aviation unit.

The following table summarizes DoD personnel assigned to support other federal agencies.

Federal Agency Support Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	2.7	2.8	2.8
Reserve Components	0.3	0.5	0.4
<u>Civilian</u>	*	*	*

*Fewer than 50

There are no significant strength changes in this category.

CHAPTER VIII

INDIVIDUALS

A. Introduction

Military manpower is divided into two broad categories: force structure and individuals. All of the manpower in the previously discussed manpower categories is considered force structure manpower. The force structure is the aggregation of units required for sustained performance of the defense mission. The manpower for each unit is determined on the basis of workload, combat doctrine or other organizational criteria.

Not included in unit manning documents are military personnel being transferred between units, undergoing certain types of training, receiving medical treatment on a full-time basis, imprisoned, or awaiting separation. These people are accounted for in the Individuals category. For example, the manpower required to staff a recruit training center with instructors and administrators is accounted for in a unit manning document and is part of the force structure, but the recruits in training are accounted for in the Individuals category. Similarly, a hospital's staff is part of the force structure while the patients are considered Individuals.

There is no Individuals category for civilian manpower. Compared to the military system, the civilian system must provide for only a few moves and relatively little training. Sick leave is factored into a manhour availability used to convert industrial workloads into strength requirements. Civilian trainees jobs are programmed as part of the overall work force at an activity. When civilians are away from their jobs for long-term professional development training, they are not replaced. Their duties are absorbed by temporary reassignment of their work to other employees.

Manpower planning for the Individuals categories is approached differently than for the force structure. This is due to the uncertainty associated with the planning factors. In the training area, lengths of some courses are known in advance; others, however, depend on the rate at which the material is learned. The numbers of people who will attend those courses are based on estimates and are subject, to some extent, to uncontrollable factors. For example, the number of people going through recruit training depends upon the success of the recruiting effort which is not completely controllable. Factors in other areas, such as patient load in hospitals, are completely unpredictable. These types of estimates are usually projected from historical data.

Individuals serve the entire force structure. Therefore, if manpower allocated for Individuals is insufficient for real needs, shortages of personnel will occur in the force structure. For example, assume we

calculate that 68,400 transients are required at end FY 1980. Suppose we attempt to 'save manpower by programming for only 64,000. Unless we change policies to reduce the number or length of moves, the result will be an unplanned shortage of 4,400 people in force structure units, with commensurate degradation of force readiness.

The following table summarizes Individuals military manpower.

Individuals Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active			
Transients	76.8	69.8	68.4
Patients/Prisoners/Holdees	12.9	13.1	13.0
Trainees/Students	198.3	204.4	200.3
Cadets	13.1	13.1	13.1
Total DoD	<u>301.2</u>	<u>300.4</u>	<u>294.9</u>
Reserve			
Trainees and Students 1/	24.9	28.8	30.1

Note: Detail may not add to totals due to rounding.

1/ Reservists on initial active duty for training.

B. Transients

Transient requirements are largely a function of the Permanent Change of Station (PCS) move program. Transient manpower spaces are provided to account for time consumed during PCS moves and include travel, leave enroute, and temporary duty enroute. Leave enroute allows people time to relocate between assignments. Temporary duty enroute is usually associated with preparing people for their next duty assignment. PCS move requirements are driven by annual accessions and losses, tour length, skill/job matches, number of people in deployed areas, and the total number of people in the Armed Forces.

The following table summarizes Transient military manpower by Service.

Transients Manpower
(End Strengths in Thousands)

FY 78 FY 79 FY 80

Military

Active

Army	25.4	23.4	22.3
Navy	25.9	25.0	25.6
Marine Corps	7.7	7.9	7.4
Air Force	17.8	13.5	13.1
Total	76.8	69.8	68.4

Note: Detail may not add to totals due to rounding.

Projected Transient strengths for FY 1979 and 1980 are based upon historical experience of the average enroute time per PCS move and the projected PCS move program for the fiscal year. The general downward trend is due to the decreasing numbers of non-prior service accessions, updated factors for transient requirements, and to the continuing DoD actions to reduce unnecessary personnel turbulence and stabilize the length of tours.

C. Patients, Prisoners, and Holdees

This account provides manpower to offset losses to units resulting from hospitalization, confinement in a military disciplinary facility, or assignment to a correctional training facility. It also accounts for personnel awaiting reassignment upon termination of medical treatment, awaiting administrative discharge, or in the process of separating from active duty. Patient and prisoner projections are based on historical incidences of noncombat casualties, illnesses and confinement. Holdees, or personnel awaiting reassignment or separation, are based on average delays and incidence of people experiencing these delays.

The following table summarizes Patients, Prisoners, and Holdees military manpower.

Patients, Prisoners, and Holdees Manpower
(End Strength in Thousands)

FY 78 FY 79 FY 80

Military

Active

12.9	13.1	13.0
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D. Trainees, Students, and Cadets

The number of trainee and student spaces is a function of enlistment patterns, course lengths, and training plans. The only Reserve component spaces in the Individuals account are those for initial active duty for training. A comprehensive discussion of the determination of trainee and student loads is included in the FY 1980 Military Manpower Training Report.

The following table shows active and reserve trainee and student strengths.

Trainees and Students Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
<u>Active</u>			
Army	74.3	81.7	75.0
Navy	68.1	64.2	68.5
Marine Corps	23.0	25.2	23.5
Air Force	32.9	33.3	33.3
Total	198.3	204.4	200.3
<u>Reserve Components</u>			
Army National Guard	13.7	15.4	15.3
Army Reserve	4.2	4.5	6.3
Naval Reserve	0.6	1.0	0.9
Marine Corps Reserve	3.6	3.3	3.3
Air National Guard	1.6	2.6	2.3
Air Force Reserve	1.2	2.0	2.0
Total	24.9	28.8	30.1

Note: Detail may not add to totals due to rounding.

The number of active trainees and students will increase in FY 1979 from the FY 1978 level primarily as the result of increased accession requirements for all Services and pilot training requirements for the Air Force. Reductions in Navy and Air Force general skill training will offset some of this increase.

In FY 1980, the number of Army trainees is projected to decrease from the FY 1979 level as the load in recruit training will be more evenly distributed throughout the year. Major increases in the number of recruit trainees and specialized skill students are projected in the Navy because accessions increase from the FY 1979 level.

The increase in several of the Reserve components in FY 1979 is the result of strength shortfalls at the end of FY 1978. The strength shortfalls are not expected to continue in FY 1979 and FY 1980.

The following table displays Cadet/Midshipmen strengths.

Cadets/Midshipmen Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Active	13.1	13.1	13.1

Each of the academies is authorized a maximum enrollment of 4,544. The September 30th strength of 13,100 reflects enrollment level after summer attrition has occurred.

E. Force Structure Manpower Deviation

Consistent with the Senate Armed Services Committee report on the Fiscal Year 1977 Authorization Bill, Senate Report No. 94-898, the force structure manpower deviation account is no longer in this report.

PART B - Manpower By Component

Part B describes the manpower requirements and achievements of each of the individual Services and the Defense Agencies.

Chapter IX	-	Army Manpower Requirements
Chapter X	-	Navy Manpower Requirements
Chapter XI	-	Marine Corps Manpower Requirements
Chapter XII	-	Air Force Manpower Requirements
Chapter XIII	-	Defense Agency Manpower Requirements

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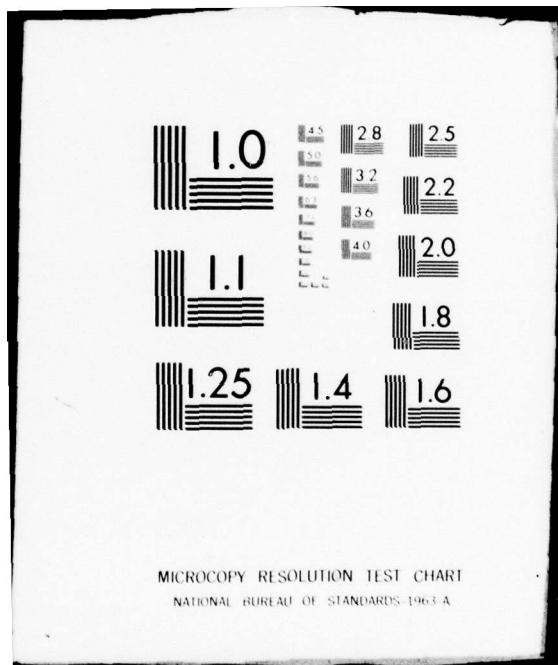
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Chapter IX

ARMY MANPOWER REQUIREMENTS

A. Introduction1. Summary and Highlights

This chapter discusses the active, Reserve and civilian components which comprise the Total Army. The components are combined in an effort to maintain sufficient combat power for an effective and clearly perceived deterrence to war. Their collective effort is designed to field modern, trained and well-equipped forces capable of achieving national objectives. The active forces must be capable of acting in situations not involving mobilization; the reserves must be able to augment and sustain the active forces and provide the capability for rapid partial or full mobilization; the civilian component must provide essential sustaining support in the training, supply, logistics, medical, procurement, and scientific and technical areas as well as managerial expertise. To accomplish these tasks, the Army needs a support base sufficient to recruit, train and maintain the Total Army in peacetime and to provide timely, rapid expansion for support of combat operations.

Aggregate military manpower available in the event of mobilization continues to decline due to Reserve component strengths remaining significantly below required peacetime levels. The active Army is programmed to increase very slightly in FY 1979 and again in FY 1980; however, major efforts are needed to reverse the downward trend in the Selected Reserve and to fill the Individual Ready Reserve (IRR) to an adequate level. The civilian program is characterized by reductions in anticipation of converting work to less costly private contracts.

The Army program for FY 1980 is planned to accomplish the following:

- Increase combat capability to meet NATO and non-NATO contingency requirements.
- Enhance deployability.
- Maintain the 24 division Total Army Force containing 16 active and 8 Reserve component divisions.
- Raise the low strength levels of the Selected Reserve and Individual Ready Reserve.
- Improve the quality of life for soldiers and their dependents in order to foster commitment to service and to promote the development of military group commitment and cohesiveness essential to the combat effectiveness of the Volunteer Army.

The Army military and civilian personnel end strength requests for FY 1980 and FY 1981 are as follows:

Army Manpower Requirements
(End Strength in Thousands)

	<u>FY 80</u>	<u>FY 81</u>
Active Military 1/	774.0	774.0
Selected Reserve		
Army National Guard	364.7	369.4
Army Reserve	200.3	203.4
Civilian	360.0	356.7

1/ Included are 10.5 and 13.8 Selected Reservists on active duty in excess of 179 days in FY 1980 and FY 1981 respectively.

2. Major Force Structure Changes

The thrust of force changes contained in the FY 1980 budget is to increase force readiness by improving combat capability and deployability. The focus is enhancement of support to NATO.

a. Active Component

(1) Army will increase the authorized manning of selected forward deployed units of NATO with emphasis on combat capability.

(2) Army will add units in Europe and CONUS to improve electronic and chemical warfare, and communications capabilities.

(3) Army will continue to expand the Prepositioning of Materiel Configured to Unit Sets (POMCUS) to reduce the time required for units deploying from CONUS to Europe to become operationally ready during an emergency.

(4) The Army plans to withdraw additional U.S. ground forces from Korea during FY 1980. One infantry and one artillery battalion of the 2nd Infantry Division are scheduled to be withdrawn by the end of 1st Quarter, FY 1980 along with combat support and combat service support units. These units, along with those withdrawn in FY 1979, are the equivalent of one brigade. This brigade will be reorganized as a mechanized brigade after restationing.

(5) Active component personnel will be added to Reserve component M to M+30 units to improve training, readiness, and mobilization capability.

(6) Army will activate four heavy maneuver battalions for divisions which do not have the desired number of battalions.

b. Reserve Components

(1) The Active/Reserve Affiliation Program was expanded during FY 1979 by adding two combat and 67 combat support/combat service support D to D+30 company or detachment size units. This addition brought the program to 93 battalions and 70 company or detachment size units. Future plans are to expand the affiliation program.

(2) The Army National Guard will activate an additional TOW light anti-tank battalion in FY 1979 and two battalions in FY 1980.

(3) The Army will increase the authorized manning of selected early deploying Reserve component units. Fifty-one ARNG and twenty-four USAR units were or are being increased to authorized level of organization one (ALO-1) in FY 1978 and 1979; additional ARNG and USAR units will be increased to ALO-1 during FY 1980.

(4) Army will convert selected civilian technician positions in the Reserve components to full-time reserve military positions to improve the readiness of both early deploying units and units that provide essential CONUS support.

3. Manpower Requirements Determination

a. General. Army manpower requirements are derived from analysis of wartime combat, tactical, and general support structures and essential requirements peculiar to peacetime support. In meeting these requirements, the manning levels, the mix of units among active and Reserve component forces, and the mix of military and civilian personnel are established within constraints of resource availability.

b. Force Levels. The Army's force level, in terms of divisions and total active military end of fiscal year strength and Reserve component average fiscal year strength, is proposed by the President with the advice of the Secretary of Defense and is sustained through authorizations/appropriations provided by the Congress.

c. Major Combat Forces. The Department of Defense establishes, within the approved force level, the numbers and types of major combat organizations and the allocation of these units to the active and Reserve components. Major combat organizations are groupings of units of the several combat arms (infantry, armor, artillery, and engineer) together with organic command, control and communications, and support units. These organizations are divisions, separate combat brigades and armored cavalry regiments.

d. Nondivisional Combat and Tactical Support Units. Given the number of major combat organizations, the Army doctrinally determines the number of non-divisional combat and tactical support units required

to augment and support the division forces. Most non-divisional combat units are planned to achieve maximum flexibility in providing supporting fires to those divisional units most heavily engaged. The number and type of tactical support units and their programmed deployment sequence are based on austere support policies and the projected intensity of the conflict during a prescribed period. Determination of the total rate of consumption of supplies, services, and material, establishes the requirement for combat service support units.

To assist in determining the number and mix of non-divisional combat units and tactical support units, the Army performs an annual Total Army analysis. This analysis is based on both a NATO and non-NATO contingency scenarios. The simulated deployment and fighting of a force develops the number and types of units needed and the sequence in which they are required in the theater of operation. Host nation support and projected strategic mobility assets allocated for force deployment are also considered, as are casualties and personnel replacements. The product of this analysis is a time-phased combination of combat organizations and tactical support units, prioritized in order of required arrival time in theater. The analysis considers the modernization of the U.S., allied and enemy forces, programmed levels of weapon inventories, war reserves, resupply rates, mobilization and deployment factors.

Early deploying combat and tactical support units are found in both the active and the Reserve components. The prioritized requirement for units is a key consideration in determining the component (active, Reserve, unmanned) which will provide them. Tactical support units which cannot be accommodated in either the active or Reserve component force are placed in an unmanned category. This category consists of units which are required to complete the force, but to which resources are not programmed for peacetime allocation.

e. Sustaining Base. The sustaining base is the aggregate of units with military and civilian manpower organized to perform specific missions in support of the Army combat forces. Included are recruiting, training, medical care, research and development, communications, logistics, and base operations support. Military and civilian manpower levels are established by using staffing standards, staffing guides, work analysis, manpower surveys and estimated mobilization support requirements.

f. Manpower Requirements Within Units and Organizations. Manpower requirements for Army units are developed through analytical techniques that take into account the nature of the mission. The Table of Organization and Equipment (TOE) provides manpower and equipment levels for standard unit wartime mission accomplishment. The manpower requirements for a TOE unit are determined as follows:

- The mission and desired capabilities of the unit are determined and the functional entities required to assure mission accomplishment (e.g., firing sections, rifle squads, maintenance teams, mess teams) are identified.

- The number of combat type positions required in a TOE is dictated by tactical and organizational doctrine, the firepower desired, and/or number of weapons included. Each weapon has a set number of operators (e.g., one man per rifle in a rifle squad, and ten men per field artillery firing section (155mm)). Rifle squads or firing sections are aggregated into units to produce the optimal combat capability considering span of control and other management limitations.

- The number of personnel required for TOE service* and support activities (mess, maintenance, supply) is determined by application of standard staffing criteria. These criteria are based on engineering data, tests, experience, and the assumption that in the wartime environment individuals will work twelve hours per day, seven days per week. Standard staffing criteria are revised and updated on a three year cyclic basis.

The Modified Table of Organization and Equipment (MTOE) is a modified version of a TOE that prescribes actual unit organization, personnel and equipment authorizations to perform a mission in a specific geographical or operational environment. An MTOE is a unit authorization document, in contrast to a TOE, which is a requirements document. An MTOE exists for all active and Reserve component TOE-type organizations.

The requirements for organizations developed to accomplish specific local missions are called Tables of Distribution and Allowance (TDA) and are developed using analytical techniques similar to those used in developing TOE. Each TDA organization's manpower requirements are unique and are based on statistical and/or engineered standards, on-site manpower surveys and authorization document review based on functions and workload. Adjustments in manpower requirements are made when changes in mission, function, or workload occur.

Manpower surveys of each TDA organization are conducted at least quadrennially. Survey teams use functional analyses which relate performance to current functions and workload; organizational analyses to eliminate organizations that duplicate functions or interrupt a sequential flow of actions; and positions analyses, using engineered standards to address essentiality of type and number of positions in relation to the job to be accomplished.

g. Force Packaging. Army manpower requirements generally exceed Army manpower assets (end strength). Therefore, the Army has developed a force packaging methodology which establishes Army priorities for distributing manpower assets as well as equipment. Applying this methodology, available assets are generally distributed on a priority basis to forward deployed and to early deploying units required in support of NATO and other non-mobilization contingencies.

B. Significant Trends

1. Added Manning and Units for Increased Combat Capability

(a) Europe. The Army began in late FY 1978 to increase manning of selected forward deployed division/brigade units and non-divisional units to improve combat capability. This improvement will continue in FY 1980. The FY 1980 force structure initiatives include:

- An increase of six howitzers in each of eight divisional 155mm field artillery battalions.
- Activation of two chemical defense companies and three decontamination detachments.
- Increased manning in divisions/brigades, and combat support/combat service support units.
- Activation of two Combat Electronic Warfare and Intelligence (CEWI) battalions.

(b) CONUS. FY 1980 force structure initiatives include:

- Activation of
 - Three tank battalions and one mechanized battalion.
 - Three chemical defense companies.
 - Four CEWI battalions.
 - One 155mm field artillery battalion.
 - One forward support battalion.
 - Ten combat service support companies.
 - Three signal companies.
- Reorganization of selected aviation maintenance units.
- Conversion of two infantry battalions to mechanized.

2. Division Restructure Study

The Division Restructure Study (DRS) was initiated in early 1976 to develop and test organizations with a view toward integrating new weapons systems into the Army and optimizing their employment. It is a major combat development effort on the organization and conceptual employment of each battalion and separate company within armored and mechanized

divisions. The study relates organization, doctrine, and technology to achieve a force capable of sustained combat on the battlefield of the 1980's. Field testing of reconfigured DRS units was completed at Fort Hood, Texas in September 1978. The data gathered from this effort, as well as from the results of computer assisted war games, organizational development activities, REFORGER evaluations and other related tests and studies, are being analyzed at this time. The results are being integrated into the Division 86 methodology and will produce a conceptual heavy division for 1986. This analytical effort is expected to be completed by October 1979.

3. Initiatives.

a. Infantry Division Mechanization. The 9th Infantry Division, Ft. Lewis, Washington, was tentatively selected to convert to mechanized in FY 1980. Plans now call for the conversion of the 2d Infantry Division upon its return from Korea. Conversion of the 9th Infantry Division has been deferred.

b. Training.

Innovations in training technology and concepts have permitted the Army to reduce the size of the training base in recent years to a relatively stable level. Expansion of self-paced instruction and one-station training saves student manyears and "pipeline" transit time. The use of subcaliber training devices, laser systems, weapons and equipment simulators, and computer assisted training has reduced training costs.

Officer training is undergoing a detailed and thorough analysis. The ultimate goal is to provide a training and education system which combines individual, unit, and institutional development in a phased program from precommissioning training through career completion. A year-long review of education and training for officers was completed in August 1978. In FY 1979 and FY 1980, preliminary test control, training developments, and assessment procedures will be initiated which will permit later development of the potential education and training improvements.

Evaluating individual job proficiency was accomplished through continued expansion of the enlisted Skill Qualification Test (SQT) program in FY 1979. In FY 1980, SQT will be fielded for ninety percent of active Army and sixty percent of Reserve components units.

Training is the number one peacetime priority of the Army. Primary focus must be on providing the opportunity for maneuver battalions to train as they will fight. However, the space required to create such a battlefield, the stationing of sufficient opposing forces to create a realistic threat, and the instrumentation required for realism are impractical at Army installations where combat units are now stationed.

The concept of an Army National Training Center has been developed to provide combat battalions two weeks of advanced combat training following the achievement of readiness standards at home stations.

The National Training Center will provide training in:

- Air deployment of the force.
- Deploying onto the battlefield.
- Realistic time space factors against a properly trained opposing force.
- Applying an instrumented, diagnostic environment for evaluation of unit operational training.
- Operating in a sophisticated electronic warfare environment.
- Integration of artillery, helicopter gunships, and USAF close air support.
- Redeployment.

The National Training Center could be activated in FY 1980.

The Army has initiated a major effort to improve local and major training areas in the Federal Republic of Germany. These initiatives will offset current constraints which impact adversely upon unit training activities. Additionally, the Army has implemented an Opposing Force (OPFOR) program which provides realism to the combat training of U.S. units. Opposing forces use the actual weapons and tactics of potential adversaries. The objectives of the program are to instill awareness of the tactical doctrine and weapons system of potential adversaries and to maintain and improve electronic warfare, operations security, deception, and linguistic capabilities. OPFOR is an integral part of individual and unit training.

c. Reserve Component Initiatives

(1) Initiatives to Reduce Manpower Shortfall in Units. In order to increase Reserve component unit strength in peacetime, the Army in FY 1979 is continuing the following initiatives: increasing the full time recruiter force as well as recruiting and advertising budgets; assigning the US Army Recruiting Command the recruiting mission for the US Army Reserve; establishing guidance counselor positions at Armed Forces Examining and Entrance Stations and liaison personnel at training installations; conducting a pilot "split training" program, geared to appeal to students and seasonal workers, allowing non-prior service personnel to enlist in

the Ready Reserve with initial active duty training split between two separate times up to one year apart; and offering enlistment and reenlistment incentives for Reserve component personnel in selected units. (Eligible enlistees may select a cash bonus of \$1,500 or educational assistance of up to \$2,000 for enlisting in certain designated units. Reenlistees with nine or less years of service can receive a reenlistment bonus of \$1,800 for a six year reenlistment or \$900 for a three year reenlistment in a designated unit.) In FY 1980 all of these programs will be continued and, in addition, selected units will receive full time manning of up to eight percent of authorized strength. The intent is to provide the resources for improved administration, planning of training, etc., to allow units to make maximum use of unit assemblies for training.

(2) Initiatives to Reduce Manpower Shortfall in the Individual Ready Reserve (IRR). In order to increase the size of the IRR, the Army has taken the following actions: stopped the automatic transfer of obligated reservists to the Standby Reserve when they complete 5 years of their Military Service Obligation (MSO); developed criteria for screening for transfer to the IRR all active Army and Reserve component personnel not completing a full enlistment who are potential mobilization assets; and, developed a program aimed toward increasing voluntary reenlistments in the IRR. The Officer Personnel Management System (OPMS) for the Army Reserve has been further expanded to encompass all officers of the Ready Reserve and Standby Reserve. In addition, the Army is developing a program for the use of some Regular Army and Reserve retirees should they be required in future emergencies. The Army will continue these initiatives in FY 1980.

(3) Initiatives to Improve Management of Manpower Assets. The Army is improving management of its manpower assets through the following actions:

(a) Refining guidance evaluated during exercise NIFTY NUGGET 78 for taking personnel from the CONUS base and later deploying units as necessary to keep the deployed force at a personnel level necessary for effective combat during the early days of a conflict;

(b) Testing a mobilization preassignment program in order to speed the mobilization of the IRR to provide unit fillers and casualty replacements; and

(c) Revising the U.S. Army Recruiting Command mobilization plan to consolidate recruiting at the District Recruiting Command level, thus "freeing up" manpower resources to fill increased requirements in the post-mobilization Armed Forces Examining and Entrance Stations.

4. Military Manpower

a. Active Component

(1) General

(a) Since the advent of the All Volunteer Force (AVF) and through FY 1978, the active Army has been able to consistently increase its force structure and strength in the units of that structure while simultaneously decreasing its requests for total military strength. This has been made possible by numerous policy and program changes which have reduced the total demand for personnel in the Individuals account. Continuation of this trend is unlikely as we believe the maximum number of efficiencies have been introduced.

(b) Force structure allowance increases can be achieved in two ways; i.e., either an increase in congressionally approved strength or a shift of manpower from the Individuals accounts to operating strength in units. (Other force structure improvements are possible through shifts such as between Support Activities and Tactical/Mobility/Land Forces; however, these do not produce increases in the force structure, but do increase the portion available for deployment.) In recent years, increases in the force structure allowance have come about as a result of reductions in the Individuals accounts. At the same time, end strength was reduced. The reductions to the Individuals accounts were simply greater than the reductions in end strength.

Since 1974 the Army has made significant changes to the force structure that have dramatically increased the tactical fighting forces. This was been done while total end strength was being reduced over the same time frame. The following chart reflects this trend:

Tactical/Mobility Category

<u>Fiscal Year</u>	<u>Manpower</u> (In Thousands)	<u>Percent</u>	<u>Total End Strength</u> (In Thousands)
1974	415.3	53%	782.9
1975	445.6	57%	783.9
1976	461.4	59%	778.9
1977	473.7	60%	787.0
1978	466.8	61%	771.1
1979	483.6	63%	773.8
1980	483.1	63%	774.0

(c) The Individuals accounts centralize at HQDA the accounting for personnel who are temporarily not available for duty within units of the force structure. These accounts consist of trained (patients, prisoners, students, cadets, separatees, holdees and tran-

sients) and untrained (trainees) personnel. They provide the active Army a powerful tool for managing its manpower and capability for meaningful strength reporting on unit manning. Without the accounts, all personnel in an Individuals status (except for trainees and cadets) would have to be accounted for as members of units within the force structure. Accordingly, actual personnel manning would be significantly overstated.

(d) In recent years the Army has achieved reductions in the Individuals accounts through actions such as the following:

1. Reduced first term attrition through enlistment of higher percentages of high school diploma graduates (HSDG's). This action reduced the number of personnel who had to be recruited and trained and, hence, reduced the number of trainees as well as requirements for training base structure. This also reduced the total number of accession and separation transients. However, because most of the high school diploma graduates (HSDG) personnel enter the Army in the late spring and summer periods, large numbers are also leaving the training base at the end of the fiscal year and are in a transient status enroute to their first troop unit assignment. Therefore, although the Army's efforts to enlist HSDG's tends to reduce the total transients over any one year period, it also tends to cause high transient strengths at fiscal year-end.

The Army achieved an all-time high Volunteer Army HSDG-rate among its non-prior service (NPS) accessions, 74 percent, in FY 1978 when the NPS accession requirement was the lowest in the history of the All Volunteer Force. In view of the tougher recruiting environment projected for FY 1979 and FY 1980, and the fact that greater numbers of NPS accession will be needed in FY 1979 and FY 1980 than in FY 1978, it is unlikely that the Army can achieve the same percentage of HSDG's in those years, much less exceed it. Therefore, additional improvements in this area are unlikely in FY 1979 and FY 1980.

2. Increase the career content of the enlisted force. This is accomplished through increasing reenlistments and increasing enlistments of Prior Service (PS) personnel. These types of individuals are lost from the Army at a far lower rate than are NPS personnel. Therefore, when NPS accession requirements can be reduced in this way, the NPS reductions (as compared to the increases in reenlistments and PS enlistments) are at a greater than one-to-one ratio. Consequently, increasing the career content reduces the number of trainees and often avoids soldiers being placed in transient status as well (in particular, avoiding many separation transient moves).

3. Training base efficiencies. In the past, the Army has introduced self-paced training and One Station Unit Training (OSUT). These have resulted in trainees passing through the training base more rapidly and spending more productive time in their troop unit assignments. Consequently, the Army is able to trade savings in trainee manyears for manyears needed to man increments to the force structure.

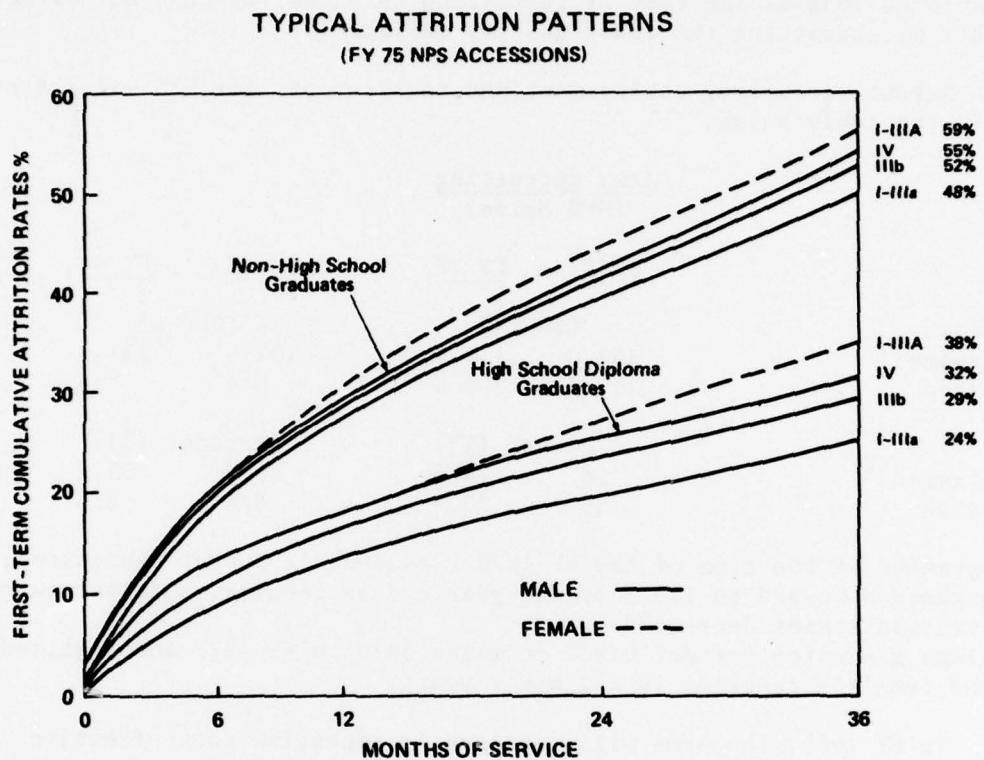
The Army commenced a test of OSUT versus two station training for infantry trainees in January 1979. If the test validates previous estimates of better training with a cost savings associated with OSUT infantry training, the Army plans to transition to a full infantry OSUT mode in FY 1980.

(2) Enlisted Procurement.

The key elements of the volunteer recruiting environment are (a) the military age population, (b) the state of the economy, (c) the attractiveness of military service, (d) the propensity of young people to serve, (e) management policy and (f) the resources available (in both dollars and people). Each overlaps and affects the others.

FY 1978 proved to be a very turbulent recruiting year, a year in which NPS male requirements decreased by some 27,900 during the course of the recruiting year. This decrease was attributable to reductions in programmed end strengths, a 2,900 increase in NPS female accessions, reduced attrition rates, and an increase in the career force content. The FY 1978 recruiting year nevertheless ended with a 3,100 shortfall to the programmed 774,200 end strength and fewer HSDG's were recruited in FY 1978 than in FY 1977. However, the HSDG percentage of NPS accessions increased from 56.2 percent in FY 1977 to 73.7 percent in FY 1978. There was some improvement in mental category recruiting and in 1978 the Army established a goal of recruiting at least 50 percent in the I-IIIa mental groups for NPS males.

Attrition, by mental category and educational level, is shown in the table below. Data reflects experience of FY 1975 enlistees over their full three-year periods. Although such data is not complete for subsequent years, similar results are emerging and are projected to continue into FY 1980.



* Roman numerals along the right edge of the chart refer to mental categories (MC). The military age U.S. population is grouped into five major categories -- MC I being the highest and MC V the lowest. The mental category groupings are simply ranges of percentiles into which the military age population falls, as determined by the scoring of a sample of the population on tests given to them. The mental category group in which each enlistee is placed is based on the soldier's scoring on a selected portion of the the Armed Services Vocational Aptitude Battery. The Army accepts neither Mental Category V nor the lowest portion of Mental Category IV personnel for enlistment.

The key to building and sustaining a Volunteer Army at least cost is attaining the most cost effective mix of high school diploma graduates (HSDG) among new Army accessions. Non-Prior Service (NPS) males comprise the major share of these accessions (generally over 85%). The probability that a new soldier (male or female) who has completed high school will be lost from the Army before completion of his/her first term of enlistment is approximately half that of the corresponding non-high school graduate. Therefore, the Army desires the highest HSDG and mental category levels achievable as long as the cost of recruiting this quality does not exceed the costs of attracting the lower quality enlistees.

Recent recruiting achievement and requirements for NPS males are shown in the table below:

<u>Army Recruiting</u> (NPS Males)			
	<u>FY 77</u>	<u>FY 78</u>	<u>FY 79</u>
Accessions		(000's)	
Programmed	153.0	119.7	132.4
Achieved	153.4	106.5	N/A
HSDG		(Percent (%)	
Programmed ^{2/}	56	74.8	66.2
Achieved	56	73.7	N/A

1/ Programmed at the time of the FY 1979 Presidents's Budget submission; reprogrammed downward to 109.3 by the year end as reenlistments increased and attrition losses decreased.

2/ Diploma graduates percent based on males only in FY 1977 and combined male and female accessions in all other years.

In FY 1980, the Army will continue to emphasize cost effective accessions. The recruiting target is an optimistic 85,800 non-prior service male HSDG's and elimination of categories of accessions with particularly high attrition rates. FY 1980 will probably be an even more difficult recruiting year than FY 1979. This expected difficulty will be caused, in part, by a decline in the numbers of young men and women eligible for military service. Additionally, there is much uncertainty about the economy and the civilian employment prospects for the 18 and 19 year olds. If their employment prospects improve, that would add to the Army's recruiting difficulties. In attempting to help offset these factors and improve leadership and professionalism over the next few years, the Army plans to gradually increase the career content of the enlisted force from its present 308.4 thousand to 331.8 thousand by FY 1985. This planned increase of approximately 23,400 career soldiers will reduce the NPS accession requirement by an even greater number over the FY 1979-1985 period.

(3) Officer Procurement. Procurement goals for active commissioned and warrant officers are shown below:

Active Officer Procurement Goals

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Programmed	10,420	8,949	12,210
Actual	10,316	N/A	N/A

Officer end strength is programmed to reach a level of 98,340 in 1980. This represents an increase over the programmed FY 1979 officer end strength of 96,291. This increase is necessary to support force structure initiatives including active Army full time manning of early deploying Reserve component units, additional active maneuver and support battalions, and other force improvements. The planned FY 1978 officer end strength was exceeded, primarily due to an intensive effort on the part of Army Medical Department branches to meet procurement goals and fewer losses than expected. The following table provides the sources for active officer accessions.

FY 80 Active Officer Accessions

<u>Source</u>	<u>Percent of Total</u>
USMA	7.5
ROTC	47.4
OCS	6.1
Recall and miscellaneous	1.8
Army Medical Department (less ROTC and OCS)	18.0
Chaplain and Judge Advocate General	3.4
Warrant Officers	15.8
TOTAL	100.0

(4) Enhanced Enlisted Grade Structure. OSD has approved the Army's Enlisted Force Management Plan (EFMP). This plan establishes long range management goals which are designed to meet requirements and reduce turbulence in the enlisted force. It is focused on the management of the career force rather than the first term force. The EFMP is based on an objective force with an enlisted career content of 49 percent and includes a reduction in the number of personnel in the Individuals accounts. The grade structure of the new objective is slightly higher than the previous goal because the decrease in the Individuals accounts is reflected in grade E-3 and below while the increase in structure spaces is distributed to all grades. In addition, as career content increases, additional grade structure is required in order to maintain promotion opportunity thereby preventing an adverse impact on career retention. The increase in grade content requested in the FY 1980 budget is the first step in moving toward the objectives in the EFMP. The increase requested for FY 1980 is 1700 in grades E-5 through E-9 and 1300 in the grade of E-4.

This increase in grade structure will assist in reducing a long standing shortfall in noncommissioned officers essential to improved leadership, unit training and readiness.

c. Reserve Components.

(1) Strength Trends. The reliance placed on the Reserve components for mobilization and deployment requires manning by high quality soldiers. However, the past three years have brought about serious declines in the strength of the Guard and Reserve as shown below.

Reserve Components Strengths

FY	Congressionally Authorized Paid Strength	ARNG	
		Average Actual Paid Strength	Actual Paid Strength (End of Year)
71	400,000	400,842	402,175
72	400,000	386,528	387,539
73	402,333	388,025	385,600
74	379,144	394,352	403,396
75	400,000	394,119	394,720
76	400,000	380,439	362,330
TQ	400,000	363,779	366,841
77	390,000	358,793	354,706
78	382,000	347,646	340,996

USAR			
71	260,000	261,521	263,299
72	260,000	249,106	235,192
73	261,300	234,095	235,499
74	232,591	229,997	234,866
75	225,000	224,901	225,057
76	219,000	213,527	194,611
TQ	219,000	193,320	191,919
77	212,400	190,361	189,420
78	211,300	188,880	185,753

These declines in actual strength are due largely to the loss of personnel who joined in the late 1960's and early 1970's (many of whom were draft-motivated) upon reaching the end of the six year military service obligation and the Army's inability to replace them.

(a) ARNG. ARNG strength dropped almost 14,000 (average strength) during FY 1978 and ended the year 59,000 short of the desired peacetime strength of 400,000. The forecast for FY 1979 is for a gradual increase in strength. Due to the enlistment and retention incentives

under development, and the high nonprior service accessions in recent years (whose 6 year commitments provide a stable base of personnel), the outlook for FY 1980 is also encouraging.

ARNG enlisted 88,600 personnel during FY 1978 of which 39,500 were non-prior service. Over 98,199 personnel extended or reenlisted during this same period. Despite this significant effort, the year-end strength showed a decrease.

Non-ETS (Expiration Term of Service) losses increased both in number and percentage of total losses during the last fiscal year from 32 percent in FY 1977 to 50 percent in FY 1978. In order to offset this increase in non-ETS losses, the ARNG is encouraging the states to increase the use of the Armed Forces Entrance and Examining Stations; furnishing detailed information to each state on non-ETS losses for corrective action; and initiating a study effort to determine causes of attrition and how it can be reduced. These initiatives will continue in FY 1979 and FY 1980.

(b) USAR

1 Average strength in the USAR dropped 1,500 in FY 1978 and the year-end paid drill strength decreased by 3,600, leaving the USAR 74,000 short of the Army's peacetime desired strength of 260,000. The forecast for FY 1979 is for an increase in strength of 5,900 to 191,700. During FY 1980 the paid drill strength is projected to continue to increase by 4,300 due to fewer losses and the application of improved enlistment and retention incentives. In FY 1978, USAR units enlisted 52,900 personnel of which 13,500 were NPS. Over 48,800 reservists reenlisted or extended. However, losses continued to exceed gains. While ETS losses declined in FY 1978, non-ETS losses rose to 31,000, over 54 percent of total losses. A major effort is underway to determine the cause and find solutions to this high rate of non-ETS losses.

2 One of our most serious concerns is that sufficient numbers of individuals with prior military training are not readily available to meet manpower requirements during the early days of full mobilization before inductees are accessed and trained. The primary source of rapidly available, recently trained assets is the Individual Ready Reserve (IRR). The strength of the IRR is less than 200,000. A portion of the remaining requirement can be made up through the Standby Reserve and retired personnel, although these are uncertain sources. The Standby Reserve is dwindling and soon will not exist; recalled retirees may be of limited usefulness due to their age; both categories would be hampered by a lack of current training.

The only remaining pretrained manpower source is veterans who have no further military obligation. They could be used in an emergency if Congress so willed and passed enabling legislation. Under current law, veterans would have to volunteer to return to active duty. The use of veterans is an unacceptable solution for the long term. We must seek a different long term solution.

Individual Ready Reserve strength reversed a five year down trend in FY 1978, gaining over 19,000 during the year. This gain is the result of policy established in April 1978 by which the Army stopped the automatic transfer of obligated reservists to the Standby Reserve upon completion of five years military service obligation (MSO) unless such transfer is requested in writing. In addition, the 95th Congress passed legislation eliminating the option of transferring to the Standby Reserve at the end of the fifth year of MSO for persons entering the Army in the future. Thus the IRR gain was accompanied by a corresponding decrease in the Standby Reserve. The forecast is for continued modest improvement in the IRR through FY 1979, with strength essentially stable at approximately 200,000 through FY 1980.

(2) Enlisted Procurement.

(a) Several measures have been taken recently to enhance enlisted procurement for Selected Reserve units as discussed in paragraph B3c(1) previously.

(b) Initiatives to reinforce the recent upturn in Individual Ready Reserve strength levels are discussed in paragraph B3c(2).

(3) Officer Procurement.

(a) Reserve component officers are procured from ROTC graduates, OCS programs, recruitment of officers leaving the active Army, and direct appointments.

(b) The ARNG must access 5,000 officers annually in order to maintain authorized strength. These officers are procured from state and active Army OCS programs, ROTC, officers leaving the active Army, direct commissions, and from the IRR. Emphasis is shifting from state OCS to ROTC as the primary source of officers.

(c) The USAR units must access about 7,500 officers annually to maintain current strength levels. The bulk of these officers will come from the IRR. In spite of growing success in assigning ROTC and other basic branch officers to TPU vacancies, USAR units will remain over 4,000 officers short due to the lack of special branch officers to fill professional vacancies. Enrollment shortfalls in the ROTC programs for the last two years will preclude the Army from achieving its 10,000 production goal by FY 1982 and meeting the requirements of the ARNG and USAR.

(4) Mobilization Manpower Requirements.

In the event of a major conflict such as a NATO/Warsaw Pact war in Europe, Army active and Reserve component units would require substantial augmentation in order to achieve full wartime strength. In addition, trained individuals are required to replace combat losses in the early months.

These individuals would come mainly from three sources: (1), the output of the training base, which would be at a low level until the Selective Service System begins to produce inductees; (2), members of the Individual Ready Reserve and the Standby Reserve, the total of which has substantially declined in strength in recent years; and (3), personnel drawn from the CONUS base and later deploying units. In addition, the Army is developing plans for the post-mobilization recall of retired personnel for use in CONUS installations to release younger personnel for assignment to troop units. An appeal for volunteers from among former soldiers could also provide additional pretrained personnel. Concurrently, appeals for non-prior service volunteers would be made in an effort to keep the training base operating at capacity until the Selective Service System could produce sufficient inductees.

5. Civilian Manpower. In the performance of support functions, the Army seeks the best utilization of military and civilian manning and contract service compatible with effective mission accomplishment. The general policy is to utilize civilians (in-house or contract) rather than military personnel, except where prohibited by law, or where military personnel are required for training, discipline, rotation base, or combat effectiveness reasons. Civilians are employed to perform essential tasks in intelligence, communications, research and development, training, administration, medical, logistical, and Reserve component support. They perform the bulk of installation operations, and do most of the essential depot maintenance and distribution of equipment.

Army civilian employment has been reduced substantially since FY 1973 as shown in the following table:

Army Civilian Employment
(Direct and Indirect Hire, Thousands)

FY 73	Actual		Plan	
	FY 77	FY 78	FY 79	FY 80
405.5	371.6	371.4	358.1	360.0

The Army's civilian manpower program in FY 1980 supports Executive Branch and DoD policy to provide the minimum essential number of in-house personnel necessary to sustain the force and reduce operating costs. The revised FY 1979 program is 7,300 spaces less than authorized in the FY 1979 President's Budget. About half of this strength decrease is attributable to the Civil Service Reform Act of 1978 and is unrelated to mission or workload. The Army will manage this reduction to minimize adverse impact on readiness and turbulence in the workforce but inefficiencies are likely because of the limited time to execute. Some FY 1979 work must be deferred until FY 1980 at which time other program changes can be effected within constrained manpower levels. Within the FY 1980 program request, the Army has provided for support of new force readiness initiatives; correction of deficiencies in readiness, soldier training and welfare, receipt, storage

and maintenance of prepositioned equipment in Europe; and minimizing the increase of maintenance and repair backlogs, increased contracting, and the conversion of Army National Guard and Reserve civilian technicians to military. More detailed discussions of these and other program changes are contained in applicable sections of this report.

C. Army Manpower Requirements by Defense Planning and Programming Category (DPPC).

The following tables display Army manpower by DPPC for FY 1978 through FY 1980. It should be noted that beginning in FY 1980, Selected Reserve numbers throughout this chapter include reservists on full-time active duty for administration and training of the reserves.

ARMY ACTIVE MILITARY MANPOWER REQUIREMENTS
(End Strength in Thousands)

	FY 1978 <u>Actual</u>	FY 1979 <u>FY 1980</u>	FY 1980 <u>Budget</u>
<u>Strategic</u>	0.6	0.4	0.4
Offensive Strategic Forces	-	-	-
Defensive Strategic Forces	*	*	*
Strategic Control and Surveillance	0.6	0.4	0.4
<u>Tactical/Mobility</u>	466.8	471.4	475.4
Land Forces	466.4	471.1	475.2
Tactical Air Forces	-	-	-
Naval Forces	-	-	-
Mobility Forces	0.4	0.3	0.2
<u>Auxiliary Activities</u>	26.6	26.1	26.1
Intelligence	8.3	8.3	8.4
Centrally Managed Communications	10.1	9.9	9.8
Research and Development	8.1	7.7	7.7
Geophysical Activities	0.1	0.1	0.1
<u>Support Activities</u>	167.2	160.7	164.9
Base Operating Support	45.2	42.7	41.9
Medical Support	32.0	30.3	30.4
Personnel Support	12.1	11.6	11.7
Individual Training	40.3	39.3	41.4
Force Support Training	1.8	1.7	1.7
Central Logistics	7.5	7.7	7.9
Centralized Support Activities	18.9	18.4	20.7
Management Headquarters	9.2	9.0	9.0
Federal Agency Support	0.2	0.2	0.2
<u>Subtotal-Force Structure Allowance</u> ^{1/}	661.2	658.6	666.7
<u>Individuals</u>	109.9	115.2	107.3
Transients	25.4	23.4	22.3
Patients, Prisoners, and Holdees	5.9	5.8	5.7
Students, Trainees	74.3	81.7	75.0
Cadets	4.3	4.3	4.3
<u>Total</u>	771.1	773.8	774.0

Note: Detail may not add to totals due to rounding.

^{1/} Manpower allocated against the Force Structure Allowance includes the temporary undermanning that occurs on 30 September of a fiscal year. Explanation and distribution of this undermanning is at paragraph C1, this chapter.

ARMY SELECTED RESERVE MANPOWER REQUIREMENTS (ARNG)
(End Strength in Thousands)

	<u>FY 1978 Actual</u>	<u>FY 1979</u>	<u>FY 1980 FY 1980 Budget</u>
<u>Strategic</u>	-	-	-
Offensive Strategic Forces	-	-	-
Defensive Strategic Forces	-	-	-
Strategic Control and Surveillance	-	-	-
<u>Tactical/Mobility</u>	<u>311.4</u>	<u>309.3</u>	<u>326.7</u>
Land Forces	311.4	309.3	326.7
Tactical Air Forces	-	-	-
Naval Forces	-	-	-
Mobility Forces	-	-	-
<u>Auxiliary Activities</u>	-	-	-
Intelligence	-	-	-
Centrally Managed Communications	-	-	-
Research and Development	-	-	-
Geophysical Activities	-	-	-
<u>Support Activities</u>	<u>15.9</u>	<u>20.8</u>	<u>22.6</u>
Base Operating Support	4.6	4.6	4.8
Medical Support	0.2	0.2	0.2
Personnel Support	-	-	1.7
Individual Training	4.4	3.7	3.1
Force Support Training	-	-	-
Central Logistics	-	-	-
Centralized Support Activities	6.6	12.1	12.5
Management Headquarters	0.2	0.2	0.3
Federal Agency Support	-	-	-
<u>Subtotal-Force Structure Allowance</u>	<u>327.3</u>	<u>330.1</u>	<u>349.4</u>
<u>Individuals</u>	<u>13.7</u>	<u>15.4</u>	<u>15.3</u>
Transients	-	-	-
Patients, Prisoners, and Holdees	-	-	-
Students, Trainees	13.7	15.4	15.3
Cadets	-	-	-
<u>Total</u>	<u>341.0</u>	<u>345.5</u>	<u>364.7</u>

Note: Detail may not add to totals due to rounding.

ARMY SELECTED RESERVE MANPOWER REQUIREMENTS (USAR)
(End Strength in Thousands)

	<u>FY 1978 Actual</u>	<u>FY 1979 FY 1980</u>	<u>FY 1980 Budget</u>
Strategic	<u>0.2</u>	<u>0.2</u>	<u>0.2</u>
Offensive Strategic Forces	-	-	-
Defensive Strategic Forces	0.2	0.2	0.2
Strategic Control and Surveillance	-	-	-
Tactical/Mobility	<u>138.6</u>	<u>142.9</u>	<u>147.2</u>
Land Forces	137.8	142.0	146.2
Tactical Air Forces	-	-	-
Naval Forces	-	-	-
Mobility Forces	0.8	0.9	1.0
Auxiliary Activities	<u>0.3</u>	<u>0.3</u>	<u>0.3</u>
Intelligence	0.3	0.3	0.3
Centrally Managed Communications	-	-	-
Research and Development	-	-	-
Geophysical Activities	-	-	-
Support Activities	<u>42.5</u>	<u>43.8</u>	<u>46.3</u>
Base Operating Support	3.1	3.2	3.1
Medical Support	6.7	6.8	6.9
Personnel Support	-	-	1.6
Individual Training	30.4	31.5	32.0
Force Support Training	-	-	-
Central Logistics	-	-	-
Centralized Support Activities	2.1	2.1	2.1
Management Headquarters	-	-	0.4
Federal Agency Support	0.2	0.2	0.2
Subtotal-Force Structure Allowance	<u>181.6</u>	<u>187.2</u>	<u>194.0</u>
Individuals	<u>4.2</u>	<u>4.5</u>	<u>6.3</u>
Transients	-	-	-
Patients, Prisoners, and Holdees	-	-	-
Students, Trainees	4.2	4.5	6.3
Cadets	-	-	-
Total	<u>185.8</u>	<u>191.7</u>	<u>200.3</u>

Note: Detail may not add to totals due to rounding.

ARMY CIVILIAN MANPOWER REQUIREMENTS
(Direct and Indirect Hire End Strength in Thousands)

	<u>FY 1978 Actual</u>	<u>FY 1979 FY 1980</u>	<u>FY 1980 Budget</u>
<u>Strategic</u>	0.2	0.1	0.1
Offensive Strategic Forces	-	-	-
Defensive Strategic Forces	*	*	*
Strategic Control and Surveillance	0.2	0.1	0.1
<u>Tactical/Mobility</u>	20.0	18.7	18.1
Land Forces	17.7	16.6	16.1
Tactical Air Forces	-	-	-
Naval Forces	-	-	-
Mobility Forces	2.2	2.2	2.1
<u>Auxiliary Activities</u>	34.0	33.8	33.8
Intelligence	1.7	1.8	1.8
Centrally Managed Communications	4.3	4.3	4.5
Research and Development	28.0	27.6	27.5
Geophysical Activities	-	-	-
<u>Support Activities</u>	317.2	305.4	308.0
Base Operating Support	137.4	128.9	129.0
Medical Support	24.2	24.6	25.4
Personnel Support	6.5	7.2	7.2
Individual Training	12.6	12.2	12.2
Force Support Training	2.6	0.9	1.0
Central Logistics	87.6	84.8	86.6
Centralized Support Activities	33.4	33.4	33.1
Management Headquarters	12.9	13.4	13.5
Federal Agency Support	-	-	-
Total	371.4	358.1	360.0

Note: Detail may not add to totals due to rounding.

* Fewer than 50 spaces.

1. Determination of End Strength

a. To provide comparability for one day of the year (30 September) between estimated actual strengths and programmed strengths of active military, the projected temporary undermanning for that day was deducted from all DPPC categories in proportion to programmed manpower. This method is an accurate reflection of the existence of this undermanning and the distribution of manpower. The following table reflects the distribution of this undermanning by DPPC category for the budget years FY 1979 and FY 1980.

Military Undermanning by DPPC

	<u>FY 79</u>	<u>FY 80</u>
<u>Strategic</u>	11	7
Offensive Strategic Forces	-	-
Defensive Strategic Forces	-	-
Strategic Control and Surveillance	11	7
<u>Tactical/Mobility</u>	12,220	7,728
Land Forces	12,212	7,725
Tactical Air Forces	-	-
Naval Forces	-	-
Mobility Forces	8	3
<u>Auxiliary Activities</u>	635	423
Intelligence	210	136
Centrally Managed Communications	256	161
Research and Development Activities	165	124
Geophysical Activities	4	2
<u>Support Activities</u>	4,209	2,680
Base Operating Support	1,112	680
Medical Support	786	494
Personnel Support	300	191
Individual Training	1,019	674
Force Support Training	43	27
Central Logistics	235	127
Centralized Support Activities	478	317
Management Headquarters	232	167
Federal Agency Support	4	3
<u>Total</u>	17,075	10,838

b. Active Army military strength fluctuates continuously as personnel enter and leave the service. High School Graduates are available in the summer months and hence the Army strength declines through the spring in anticipation of the prime recruiting months of June, July and August. The problem is to develop a manpower program that will adequately man the units of the Army, but minimize the over and under strengths which are bound to occur. The result of this process is determination of the end strength for the last day of the fiscal year. This problem is further complicated since not all soldiers are available to man the force. Incoming personnel are delayed from a unit assignment until completion of entry training. Additional personnel are between troop unit assignments (e.g., transients). The end strength requested is that for which units of the Army are adequately manned on the average. More precisely, the end strength developed minimizes the total of the absolute value of the monthly over and under strengths. If a value had been chosen to provide full manning at 1980 fiscal year end, 10,838 additional trained soldiers would have been requested.

c. The size and sign of the manning deviation (under or over-manning) are not constant from year to year. This is due to varying annual non-prior service accessions and reenlistments, changes in length of training, changes in both size and content of the force structure, and timing of losses.

2. Army Strategic

a. Defensive Strategic Forces

Defensive Strategic Forces Manpower (End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	*	*	*
Reserve Components			
ARNG	*	*	*
USAR	0.2	0.2	0.2
<u>Civilian</u>			
	*	*	*

* Fewer than 50 spaces

Manpower supports the Army Ballistic Missile Defense Program.

b. Strategic Control and Surveillance Forces

Strategic Control and Surveillance Forces Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	0.6	0.4	0.4
<u>Civilian</u>	0.2	0.1	0.1

Manpower supports national level command centers.

The military manpower decrease between FY 1978 and FY 1979 reflects a transfer of Vint Hill Farms Station to Support Activities.

3. Army Tactical/Mobility

a. Land Forces

Land Forces Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	466.4	471.1 ^{1/}	475.2 ^{2/}
Reserve Components			
ARNG	311.4	309.3	326.7
USAR	137.8	142.0	146.2
<u>Civilian</u>	17.7	16.6	16.1

^{1/} Reflects reduction for undermanning of 12.2 as of 30 September 1979.
^{2/} Reflects reduction for undermanning of 7.7 as of 30 September 1980.

Manpower consists of the Army's combat divisions, separate combat brigades, regiments and tactical support units.

The active military manpower increases for FY 1979 and FY 1980 reflect force improvements including increased manning of units, added field artillery, electronic warfare, chemical defense and improved combat service support.

The Reserve component increases between FY 1979 and FY 1980 are a part of the increased total paid strength to improve readiness. The civilian decreases are due to plans to convert through attrition, Reserve component technicians to military status, thus enhancing near term deployment and mobilization capabilities.

Following table shows active and reserve combined arms organizations programmed for end FY 1980:

COMBINED ARMS ORGANIZATIONS IN LAND FORCES END FY 1980

	<u>Active Army</u>	<u>Reserve Components</u>	<u>Total</u>
<u>Divisions (Brigades) 1/</u>			
Armored	4 (12)	2 (6)	6 (18)
Mechanized	6 (17)	1 (3)	7 (20)
Infantry	4 (9)	5 (15)	9 (24)
Air Assault	1 (3)		1 (3)
Airborne	1 (3)		1 (3)
	<u>16 (44)</u>	<u>8 (24)</u>	<u>24 (68)</u>
<u>Separate Combat Brigades</u>			
Armored	1	3	4
Mechanized		9	9
Infantry	<u>4</u>	<u>11</u> 2/	<u>15</u> 2/
	<u>5</u>	<u>23</u>	<u>28</u>
<u>Combat Brigade</u>			
<u>Air Cavalry</u>	1	0	1
<u>Armored Cavalry Regiments</u>	3	4	7

1/ Four Reserve component separate brigades are used to "round-out" two light infantry and two infantry (Mech) divisions in the active component. Two armored divisions inactivated their 4th brigades leaving all CONUS based divisions with three brigades. Three divisions have forward deployed brigades; 1st Cavalry Division, 2d Armored Division, and 1st Infantry Division (Mech).

2/ Includes the four Reserve brigades that round-out active divisions; excludes the 33rd Infantry Brigade (Illinois National Guard), provided for school support.

b. Mobility Forces

Mobility Forces Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	0.4	0.3	0.2
Reserve Components			
ARNG	*	*	*
USAR	0.8	0.9	1.0
<u>Civilian</u>	2.2	2.2	2.1

Military manpower operates DoD water ports which provide traffic management services for moving DoD cargo and passengers within CONUS to overseas commands.

The FY 1979 decrease in active military manpower is due to efficiencies resulting from realignments and consolidations affecting the Military Transport Management Command (MTMC). The civilian decrease in FY 1980 is due to curtailment of employment levels in MTMC support activities and conversion of Reserve component technicians to military.

4. Army Auxiliary Activities.

a. Army Intelligence

Intelligence Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	8.3	8.3	8.4
Reserve Components			
ARNG	*	*	*
USAR	0.3	0.3	0.3
<u>Civilian</u>	1.7	1.8	1.8

1/ Reflects reduction for undermanning of 0.2 as of 30 September 1979.

2/ Reflects reduction for undermanning of 0.1 as of 30 September 1980.

Manpower supports Consolidated Cryptologic Activities (CCP), the General Defense Intelligence Program (GDIP), the Defense Intelligence Agency, and the National Security Agency. The civilian manpower program change between FY 1978 and FY 1979 results from national command intelligence directives. There was a temporary civilian FY 1978 strength shortfall due to realignment of resources within the intelligence community.

b. Centrally Managed Communications

Centrally Managed Communications Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	10.1	9.9 ^{1/}	9.8 ^{2/}
<u>Civilian</u>	4.3	4.3	4.5

^{1/} Reflects reduction for undermanning of 0.3 as of 30 September 1979.
^{2/} Reflects reductions for undermanning of 0.2 as of 30 September 1980.

Manpower supports Defense Consolidated Telecommunications and the Worldwide Command and Control System, and excludes support of tactical units (included under Land Forces) and installations (included in Base Operations Support). The FY 1979 decrease in military manpower is due to reductions in AUTODIN requirements in Okinawa. The FY 1980 decrease in military manpower is associated with the programmed withdrawal of forces from Korea. The changes in civilian manpower for FY 1980 reflect the STARCOM workload deferred from FY 1979 due to employment limitations.

c. Research and Development

Research and Development Activities Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	8.1	7.7 ^{1/}	7.7 ^{2/}
<u>Civilian</u>	28.0	27.6	27.5

^{1/} Reflects reduction for undermanning of 0.2 as of 30 September 1979.
^{2/} Reflects reduction for undermanning of 0.1 as of 30 September 1980.

Manpower is responsible for:

- (1) Directing contractor efforts and carrying on in-house programs in areas of basic and applied research.
- (2) Designing and fabricating experimental prototype articles and systems.
- (3) Conducting tests and evaluation.
- (4) Operating and maintaining Army R&D facilities.
- (5) Command administration of R&D programs.

The FY 1979 decrease in military manpower reflects reduced support of testing facilities.

The civilian manpower change is attributable to the continued efforts to provide only minimum essential in-house manpower in this program.

d. Geophysical Activities

Geophysical Activities Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	0.1	0.1	0.1
<u>Civilian</u>	-	-	-

Manpower is assigned to the Defense Mapping Agency.

5. Army Support Activities

a. Base Operations Support

Base Operating Support Manpower Combat Installations (End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active Reserve Component	27.5	27.5	26.8 ^{1/}
ARNG	4.6	4.6	4.8
USAR	3.1	3.2	3.1
<u>Civilian</u>	87.8	81.8	83.8

^{1/} Reflects reduction for undermanning of 0.7 as of 30 September 1979.
^{2/} Reflects reduction for undermanning of 0.4 as of 30 September 1980.

Manpower supports the Army's mission commands --- US Army Europe; US Army Japan; Eighth US Army, Korea; and US Army Forces Command.

The FY 1980 active military decrease reflects contracting initiatives and reductions associated with the withdrawal from Korea.

The FY 1979 civilian decrease is due to the accounting exemption of indirect hire in Berlin paid for by the FRG (3600); general reductions to achieve reduced employment levels (3100); and an increase due to a transfer of audio-visual activities from Force Support Training (700). The FY 1980 program results from decreases for contracting-out (800) and increases to correct readiness deficiencies in Europe and CONUS such as increased military manning and increased field artillery capability (2000). It further provides manpower to implement the Panama Canal Treaty (800) and a decrease due to a transfer of audio-visual activities to Force Support Training (700). Also contained in the FY 1980 program is work deferred from FY 1979 (700).

Base Operating Support Manpower
Support Installations
(End Strength in Thousands)

FY 78 FY 79 FY 80
(Actual)

Military

Active	17.7	15.2	<u>1/</u>	15.1	<u>2/</u>
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Civilian	49.6	47.0	45.2
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1/ Reflects reduction for undermanning of 0.4 as of 30 September 1979.

2/ Reflects reduction for undermanning of 0.2 as of 30 September 1980.

Manpower is for Army support-oriented commands --- US Army Training and Doctrine Command; US Army Materiel Development and Readiness Command; and US Army Communications Command.

The FY 1979 active military reduction reflects reduced manpower in the training base support function and contracting of Base Operations Support functions at the National Training Center. It includes a decrease of 0.1 in intelligence activities in FY 1979 only.

The FY 1979 civilian manpower reduction in this area is attributable to economical contracting-out and general employment limitations which more than offset a training base increase. FY 1980 decrease is due to the continuation of economical contracting-out programs.

b. Medical Support

Medical Support Manpower
(End Strength in Thousands)

FY 78 FY 79 FY 80
(Actual)

Military

Active	32.0	30.3	<u>1/</u>	30.4	<u>2/</u>
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Reserve Components

ARNG	0.2	0.2	0.2
USAR	6.7	6.8	6.9

Civilian

24.2	24.6	25.4
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1/ Reflects reduction for undermanning of 0.8 as of 30 September

2/ Reflects reductions for undermanning of 0.5 as of 30 September 1980.

Manpower includes all Army non-tactical health care activities.

The FY 1979 active military reduction is a result of the withdrawals from Korea.

The FY 1980 civilian change is the result of planned decreases for economical contracting-out and an increase to implement the Panama Canal treaty.

c. Personnel Support

Personnel Support Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	12.1	11.6	1/ 11.7
Reserve Components			2/
ARNG	*	*	1.7
USAR	*	*	1.6
<u>Civilian</u>	6.6	7.2	7.2

1/ Reflects reduction for undermanning of 0.3 as of 30 September 1979.

2/ Reflects reduction for undermanning of 0.2 as of 30 September 1980.

Manpower includes the US Army Recruiting Command, the Army Junior ROTC program, counterintelligence and investigative activities, Army personnel processing activities, and off duty education programs.

The Reserve component increases in FY 1980 are for full-time recruiters.

The FY 1979 civilian program provides manpower for Reserve recruiting, civilian education, training and development activities, and soldiers quality of life functions.

d. Individual Training

Individual Training Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	40.3	39.3	41.4 ^{1/}
Reserve Components			
ARNG	4.4	3.7	3.1
USAR	30.4	31.5	32.0
<u>Civilian</u>	12.6	12.2	12.2

1/ Reflects reduction for undermanning of 1.0 as of 30 September 1979.

2/ Reflects reduction for undermanning of 0.7 as of 30 September 1980.

Manpower supports the conduct of individual training. Individuals actually undergoing training are carried in the student/trainee account of the Individuals category.

The increase in active military in FY 1980 is due to fluctuations in recruit and specialized skill training workloads and increases in aviation training.

FY 1979 civilian decreases are in general skill training, and health care education and training programs. Recruit, aviation and other training load fluctuations are offset by combat developments reductions.

e. Force Support Training

Force Support Training Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	1.8	1.7	1.7
Civilian	2.6	0.9	1.0

Manpower includes the Army's Jungle Warfare School in the Panama Canal Zone, the Northern Warfare Training Command in Alaska and the Seventh Army Training Center in Germany.

The FY 1979 civilian decrease is due to transfer of audio-visual activities to Combat Installations Base Operations Support effective in the FY 1979 President's Budget request and the curtailment of support to the training establishment due to general employment limitations. The FY 1980 increase supports readiness initiatives in CONUS and Europe.

f. Central Logistics

Central Logistics Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	7.5	7.7 ^{1/}	7.9 ^{2/}
Civilian	87.6	84.8	86.6

^{1/} Reflects reduction for undermanning of 0.2 as of 30 September 1979.

^{2/} Reflects reduction for undermanning of 0.1 as of 30 September 1980.

Manpower is primarily associated with the Army Materiel Development and Readiness Command and logistics units at installation level.

The FY 1979 civilian manpower decrease is attributable to reductions in overhead labor, increased productivity, and Army Reserve technician conversion to military and general employment limitations.

FY 1980 civilian increase improves specific portions of wholesale logistics systems ability to fulfill its peacetime requirement. An increase for reduction of maintenance backlog improves Army's ability to provide a balanced supply and maintenance capability. Central procurement offices have been manned to decrease the backlog of procurement actions. Additional personnel in project management activities will provide the required minimum intensive management of combat systems from procurement to fielding. Personnel are also increased for receipt, processing and storage of ammunition buildup in Europe. Additional increases are provided for operation of commissaries transferred from the Panama Canal Commission and for cargo workload resulting from implementation of the Panama Canal Treaty. Personnel are also included for increased financial administration of Foreign Military Sales to improve accountability as recommended by the Congress. Offsets are planned in economical contracting-out.

g. Centralized Support Activities

Centralized Support Activities Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
Military			
Active	18.9	18.4	1/ 20.7 2/
Reserve Components			
ARNG	6.6	6.4	6.6
USAR	2.1	2.1	2.1
Civilian	33.4	33.4	33.1

1/ Reflects reduction for undermanning of 0.5 as of 30 September 1979.
2/ Reflects reduction for undermanning of 0.3 as of 30 September 1980.

Manpower supports joint and international activities (less Management Headquarters), combat development, counterintelligence, Reserve activities, public affairs, personnel administration, criminal investigations, OSD activities and Foreign Military Sales.

The ARNG increase is attributable to organization of command and control units in the fifty states.

Active military manpower increases between FY 1979 and FY 1980 is for active force manning with the Reserve components.

The civilian program contains resources for Foreign Military Sales (Saudi Arabia) and for the management and accountability of IRR required for assignment to early mobilizing and deploying units. These increases are more than offset by decreases for conversion of Reserve component technicians to military.

h. Management Headquarters

Management Headquarters Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	9.2	9.0	1/ 9.0
Reserve Components		1/	2/
ARNG	0.2	5.9	6.2
USAR	*	*	*
<u>Civilian</u>	12.9	13.4	13.5

1/ Reflects reduction for undermanning of 0.2 as of 30 September 1979.

2/ Reflects reduction for undermanning of 0.2 as of 30 September 1980.

Manpower is assigned to Defense Agencies, International Military Organizations, Unified Commands, Service Support - Combat Commands, and Service Support - Service Commands.

The Reserve component increases are attributable to including full-time reservists that were previously excluded from end strengths.

The FY 1980 increase in civilian manpower is due to the aggregation of several small changes in the manning of intelligence, communications, and logistics activities.

i. Federal Agency Support

Army Federal Agency Support Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	0.2	0.2	0.2
Reserve Components			
ARNG	*	*	*
USAR	0.2	0.2	0.2

Manpower is assigned to DOD and non-DOD Agencies in support of various non-DOD functions. Assignments are normally on a reimbursable basis unless they support the mission of OSD.

7. Army Individuals

The Individuals accounts are estimates of manpower required for transients, patients, prisoners, trainees, holdees, separatees, students and US Military Academy cadets.

a. Transients

Army Transients Manpower (End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
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Military

Active	25.4	23.4	22.3
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Transient strengths are based on the projected levels of non-prior service accessions separations, retirements, and operational, rotational, and training moves.

b. Patients, Prisoners and Holdees

Army Patients, Prisoners and Holdees (End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
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Military

Active	5.9	5.8	5.7
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c. Trainees, Students, Cadets

Army Trainees, Students and Cadets (End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
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Military

Active			
Trainees/Students	74.3	81.7	75.0
Cadets	4.3	4.3	4.3

Reserve Trainees/Students			
ARNG	13.7	15.4	15.3
USAR	4.2	4.5	6.3

CHAPTER X
NAVY MANPOWER REQUIREMENTS

A. Introduction

1. Summary and Highlights

This chapter describes the Navy's Total Force manpower requirements in terms of its active military, reserve, and civilian manpower components for Fiscal Years 1980 and 1981. Navy's manpower requirements derive from the force structure required to accomplish the Navy missions within the national military strategy.

As an aid to understanding Navy's manpower requirements, and to highlight principal elements of Navy's manpower program, this chapter provides:

- a summary of the primary methods used to determine the strength needed to accomplish the assigned missions of the Navy;
- a review of significant manpower trends and indicators;
- a discussion of current Navy initiatives to improve its management of manpower; and
- a detailed review of Navy manpower requirements by Defense Planning and Programming Categories including an explanation of substantial changes between fiscal years.

The Navy request for active military, Reserve, and civilian manpower for Fiscal Years 1980 and 1981 is as follows:

Navy Manpower Requirements
(End Strength in Thousands)

	<u>FY 80</u>	<u>FY 81</u>
<u>Military</u>		
Active	528.0	528.0
Reserve Components	48.9	48.9
<u>Civilian</u>	285.1	282.7

NAVY
X

2. Major Force Structure Changes

Navy's Total Ship Force comprises ships assigned to the active and Naval Reserve fleets as well as the civilian manned ships of the Naval Fleet Auxiliary Force (NFAF). Significant changes in the composition and capabilities of the active fleet are scheduled to occur between FY 1979 and FY 1980. The overall number of active fleet ships will increase slightly from a total of 455 in FY 1979 to 462 in FY 1980. The simple quantitative increase of seven ships masks the substantial improvements being made in terms of fleet modernization and improved fleet combat capability because the numerical gains resulting from the introduction of new ships are being partially offset by the decommissioning of older, less combat capable ships. Major active force structure changes are as follows:

- The surface combatant force will be strengthened as a result of the commissioning of eight Spruance class destroyers, one nuclear-powered missile cruiser, and five guided missile frigates, while the guided missile cruiser, BELKNAP, will return from conversion. Three older guided missile cruisers will be decommissioned and one guided missile destroyer, TATTNALL, is going into conversion.
- A total of three nuclear-powered submarines will be added to the attack submarine force.
- Total amphibious force ships will decline by two. One new general purpose amphibious assault ship is being commissioned and three amphibious cargo ships are being transferred to the Naval Reserve Fleet.
- Two ammunition ships will be transferred to the Navy Reserve Fleet and one salvage ship and one miscellaneous auxiliary ship will be decommissioned. Additionally, commissioning of two new fleet oilers and one destroyer tender will offset the transfer of two fleet oilers to the Naval Fleet Auxiliary Force and the decommissioning of an older destroyer tender.

Despite the transfer of five ships from the active fleet noted above, the size of the Naval Reserve Fleet will decline from a total of 59 in FY 1979 to 41 in FY 1980 as a result of the drop of 23 older ships including 20 destroyers, two amphibious transport ships and one amphibious cargo ship.

- The number of active and reserve Navy fighter and attack squadrons will remain level at 70.
- The total number of Navy active and reserve ASW helicopter squadrons will decline from 69 to 66 with the addition of one SH-3H helicopter squadron to the active forces and the reduction of four SH-3A/D helicopter squadrons from the reserve forces.

- The number of ships in the Naval Fleet Auxiliary Force declines by one as a result of the retirement of five older ships from the NFAF, the transfer of two fleet oilers from the active fleet to the NFAF and the delivery of two new fleet ocean tugs.

3. Manpower Requirements Determination

a. Operating Forces: The determination of operating force manpower requirements is accomplished by the Navy's Ship and Squadron Manpower Document (SMD/SQMD) programs. These programs use industrial engineering and statistical techniques to determine the manpower required to achieve a specific level of operational capability. Details concerning the techniques and methodology used in both of these programs were provided in previous Defense Manpower Requirements Reports.

The Ship Manpower Document Program documents the manpower for a specific ship predicated on ship configuration, computed workload, required operational capabilities and projected operational environment. The level of manpower determined is that which is essential to the operations, maintenance and support of a ship under stated conditions of readiness. The Ship Manpower Document Program covered 90 percent of all ships at the end of FY 1978 with coverage projected to be 95 percent by the end of FY 1979. (Covrances projected in the FY 1979 Defense Manpower Requirements Reports were not attained due to the uncompleted documentation of tenders and repair ships.) Documents cover active and reserve ships and display total force manpower requirements. Routine updating of documents is conducted in conjunction with overhaul periods and any other planned major changes or conversions to reflect systems and equipment changes.

The Squadron Manpower Document (SQMD) program documents manpower requirements for aviation squadrons based on manpower staffing standards which equate workload to the operating tempo defined in the Required Operational Capability (ROC) and Projected Operational Environment (POE) statements. The SQMD program has initial documentation completed for approximately 94% of all fleet aviation squadrons. This represents a 7% increase over last year and reflects the concentrated effort to document manpower requirements for Fleet Readiness Squadrons (FRS's). Because of force changes within the naval aviation community, the SQMD program schedule provides for annual documentation update of FRS's and certain miscellaneous squadrons and biannual updates for the remainder of the miscellaneous squadrons and operational squadrons. Eighty percent of the fleet squadron documents have either been updated or are in the process of being updated.

b. Shore Support Establishment: The Shore Requirements, Standards, and Manpower Planning System (SHORSTAMPS) is being developed as a requirements determination system for all manpower (military and civilian) in the shore support establishment. SHORSTAMPS consists of a workload tasking and reporting subsystem (SHOROC - Shore Required

Operational Capability) that describes parametrically what and how much work is required, and staffing standards that translate SHOROC workload data to quantitative and qualitative manpower requirements. Functions performed by contractors are identified in the SHOROC subsystem. Staffing standards will require updating every two to five years. SHOROC data will be updated on an annual basis and will be applied to approved staffing standards to determine manpower requirements at the activity level. The process of applying SHOROC data to the staffing standards is automated in the Navy Manpower Requirements System (NMRS). Manpower requirements documentation available from the NMRS is provided for manpower planning and programming purposes.

In FY 1978, seven standards were implemented to cover approximately 7,400 spaces in the shore establishment. The goal for FY 1979 is to increase the implementation of standards to a total of 22 covering nearly 60,000 spaces and for FY 1980, standards covering approximately 160,000 spaces. An earlier estimate of the date of total system implementation is currently under revision due to the underestimation of level of effort required in the review and approval process of key documentation. When the system is fully operational, approximately 70-75% of the shore establishment will be under staffing standards with the remainder under staffing guides.

B. Significant Trends.

1. Active Military.

a. Manpower and Personnel Overview. Navy people work and live in a unique and difficult environment. Among the many factors which characterize their environment are uncomfortable and occasionally hazardous working conditions, long working hours, and prolonged periods of family separation which must be accepted by sea-going personnel in meeting the Navy's assigned mission. The personnel and manpower problems generated by these conditions, together with a continuing imbalance of manpower demands and resources, are manifest in a number of different indicators that the Navy uses to measure its performance in maintaining a stable and trained career force of dedicated Navy men and women while at the same time meeting its operational commitments.

Retention. Serious difficulties are being encountered in retaining trained naval personnel to provide for the critical skill requirements of the Navy. A current shortage of 17,000 skilled petty officers with 9-16 years of service exists with a consequent degradation of required technical proficiency in the fleet and of the traditional enlisted leadership afforded by such personnel. Key officer retention shortfalls are also being experienced in terms of nuclear trained officers, naval aviators, and medical officers.

Attrition. Approximately 30% of those people who enlisted for three or more years in FY 1978 are expected to leave the Navy before completing three years service. The impact of these losses is not only costly but also results in increased personnel turnover and a dramatic reduction of the career-eligible base.

Desertion. Desertion rates are at an historically high level, exceeding even wartime rates. Recent measures to alleviate this problem have served only to arrest the increase rather than reverse the desertion trend.

Recruiting. Navy recruiting goals have been met in only four of the past thirty months. Despite comprehensive recruiting initiatives, the high goals generated by retention and attrition rates pose serious difficulties in the current All Volunteer Force environment marked by diminishing manpower availability and a competitive private sector offering alternative and frequently more attractive work opportunities.

Solutions to these problems will be neither quick nor easy. At the same time, there can be no derogation of the naval role in fulfilling our national commitments. A reasonable approach must be found, however, to bring into balance what is being asked of our naval personnel and what is given in return.

To this end, a number of management initiatives are underway. Some of the initiatives are organizationally oriented to permit Navy to view and manage its available manpower resources in terms of a Total Force, including its active duty, Reserve and civilian components and to provide a trade-off capability not previously enjoyed. Other initiatives are systems oriented and will permit Navy to project and plan for its Total Force requirements and capabilities under a variety of peacetime and mobilization conditions. A brief summary of some of these initiatives is provided in Section C which follows.

Actions are also being undertaken to improve the conditions of naval service and provide a measure of near-term relief from some of the present demands imposed by our current systems and methods. Several potential areas of improvement are summarized below.

Scheduling. The nature of the naval mission requires long deployment to overseas areas and a consequent family separation during this period. A thorough review of our ship and squadron scheduling methods and priorities will be undertaken. The intent of this effort will be to ensure more efficient use of time away from homeport in order to minimize additional family separations.

Inspections. The post-Vietnam era has been marked by a demanding program of material improvements in the fleet. Associated with this effort has been an extensive schedule of readiness inspections.

The usefulness of inspections is unquestioned. However, further marginal improvements which may be expected must be weighed against the intense demands already being placed on naval personnel by the exacting standards of these inspections and by the many other performance and inspection demands being placed on fleet personnel.

Ship Overhauls. The current approach to ship overhauls is to assign the significant portion of the work package to the industrial overhauling activity and the remainder of the work package to the ship's crew. Participation in the overhaul by the ship's crew conserves industrial funds and reduces the time in overhaul. However, the costs associated with this approach include unsatisfactory living conditions (when the crew must live aboard during the overhaul) and degradation of operational skills due to inadequate training during overhaul.

The Navy therefore has instituted a pilot ship program on the USS FOX and USS THOMAS C. HART to determine the optimum level of crew training required during the ship's overhaul. Selected members of the crew of these two ships are in a temporary duty status while in training, and will be returned to their ships prior to completion of the overhaul for duty. The training program has been enhanced in order to increase the skill levels of the crew. To make manhours available for the increased training, some of the work customarily imposed on the ship's crew will be transferred to the shipyard.

In a third pilot ship, the USS CONYNGHAM, only a small number of the crew will stay with the ship to perform liaison duties between the ship's type commander and the superintendent of shipbuilding. Most of the crew will be transferred on permanent orders and will not return to the ship. Members with the proper qualifications will be transferred to the Shore Intermediate Maintenance Activity (SIMA) in the homeport of the pilot ship. The remainder of the crew will be permanently transferred to other operational ships or elsewhere in the Navy.

The results of these test programs will be evaluated in terms of their impact on individual skill improvements, team training, fleet operational readiness, overhaul costs, crew morale and personnel retention. From them, the Navy will judge which options afford the most effective use of its manpower resources.

Increased Professionalism. A variety of other measures must also be examined in order to provide some relief, both on long-term and short-term bases, to the current Navy manpower and personnel problems. Improvements must be made in the leadership capability and management skills of all Navy supervisory personnel, from junior petty officers to flag rank. To this end, a revised Leadership and Management Education and Training Program (LMET) has been established to enhance these skills to a level commensurate with proven operational and technical capabilities. The Navy will also be examining ways and means of increasing its profes-

sionalism in the management of Manpower, Personnel, and Training (MPT) resources. Improvements in this area will be tailored to Navy's current subspecialty system which utilizes unrestricted line officers in MPT areas during tours ashore. Upgrading of MPT skills will require an enhanced training and education effort at all levels. Initiatives in this area must also take into account current demands on Navy's officer corps, particularly at the mid-grade level which comprises the nucleus of any subspecialty community.

Monetary Compensation. Enhancing the rewards of naval service must also be considered an integral part in any comprehensive program of MPT improvement. All indicators point to monetary compensation as a major source of dissatisfaction among naval personnel. Inadequate pay is cited by many Navy men and women leaving the service as the primary reason for their decision. Recent actions to increase the rates of sea pay are a step in the right direction in improving career retention by means of increased compensation. However, the ability to provide even greater incentives, including some bonuses on a lump sum basis, will also be required to compensate for the unique rigors and demands of naval service.

Housing. Improvements will also be required in terms of the housing allowances afforded to naval personnel. A proposal to initiate variable housing allowances reflecting local market conditions will be considered as a means of offsetting excessive housing costs in certain high cost areas where Navy must maintain bases. Provision must also be made for bachelor personnel assigned to ships who are not currently entitled to an allowance for quarters and must either live aboard ship or pay the cost of off-base housing from their basic pay. Access to modern bachelor housing or a quarters allowance when housing is not available, would have a positive effect on morale and retention.

Medical Care. The adequacy of health care benefits extended to naval personnel and their families is also a matter of considerable concern. Dependents often experience long waiting lines in military outpatient clinics and long delays in obtaining routine appointments, consultations, and diagnostic services. The CHAMPUS program, intended as an alternative health care system, has been undergoing change over the past few years and has experienced some difficulties that have resulted in a decline in the quality of service. CHAMPUS has been unable to keep pace with the soaring costs of medical care and imposes more out-of-pocket expenses than the direct care system.

b. Officer Procurement Goals. Active officer procurement goals are shown in the following table:

<u>Active Navy Officer Procurement Goals</u>			
	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Plan	6,811	7,258	7,042
Actual	6,314	-	-

Navy fell short of its FY 1978 accession goal by 497. This recruiting shortfall, along with greater than programmed losses, resulted in an end strength deficit in FY 1978 of 626. This shortfall results in a requirement for 7,858 accessions to meet the FY 1979 budget end strength of 63,600 and only 6,442 accessions to attain an end strength of 63,716 in FY 1980. Such disparate accession levels create problems in managing accession flow and are undesirable from a personnel management viewpoint. Accession smoothing, i.e., balancing accession requirements over two or more years, is planned for FY 1979 and FY 1980 to provide a more balanced and economical accession program. The accession goals above reflect a shift of 600 accessions from FY 1979 to FY 1980. This results in an end strength of 63,000 for FY 1979, 600 below the level authorized. Accessions in FY 1980 are programmed to correct the shortfall and meet overall officer requirements.

c. Enlisted Accession Goals. Navy fell short of its FY 1978 "One Navy" accession goal by 5,726. ("One Navy" includes all active duty USN and USNR accessions plus a limited number of first enlistments in the Naval Reserve Ready Mariner programs.) This recruiting shortfall, along with fewer losses than programmed resulted in a reported end strength deficit in FY 1978 of 1,686 as of 30 September 1978. Subsequent reports from field activities (as of 31 October 1978) concerning personnel adjustments which occurred in FY 1978 result in an end strength deficit of 6,753. In FY 1978, 76.1 percent of all male non-prior service accessions were high school diploma graduates. Navy's percentage goal for the high school diploma graduate portion of all non-prior service accessions in FY 1979 and FY 1980 remains at 76 percent.

The FY 1979 "One Navy" goal is 6 percent higher than FY 1978 attainment and presents a formidable challenge to Navy's recruiting force. The Delayed Entry Pool base at the beginning of the fiscal year is lower than previous years and competition by all the Services for quality accessions is expected to continue. Specific "One Navy" accession goals and attainments are as follows:

"One Navy" Enlisted Accession Goals

Quantity

	<u>FY 76</u>	<u>FY 77</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Goal	103,325	116,314	94,735	94,374	100,595
Actual	103,587	111,557	89,009	-	-

Quality Male (HSDG)

Goal	-	76.0%	76.0%	76.0%	76.0%
Actual	-	71.5%	76.1%	-	-

d. Petty Officer Plans. The Enlisted Force Management Plan establishes as a long-term goal a strength of 197,179 for petty officer grades E-5 through E-9. Based on retention projections the strength in these top five pay grades will remain essentially level at 190,175 through FY 1981. Commencing with FY 1982, a slight growth in the top five pay grades is programmed commensurate with a projected increase in the size of career force. An FY 1984 target of 194,237 is considered attainable.

2. Naval Reserve.

a. Manpower Reorganization. The size and structure of the Naval Reserve has been a state of constant revision and refinement with a downward trend in size since FY 1973. During FY 1977 the Navy initiated "Project Readiness" as an ongoing effort to bring the structure of the Naval Reserve into alignment with the Navy's total force requirements.

A reduction in the size of the Selected Reserve in FY 1980 from 87,000 to 48,900 reflects the transfer of staffs and support-type units to the Individual Ready Reserve (IRR), a reduction in the number of Reserve Mobile Construction Battalions (RMCBs) from 17 to 8, dis-establishment of four VR aircraft squadrons, two VC aircraft squadrons, two HAL helicopter squadrons, and four Reserve HS helicopter squadrons. Also reflected in the size of the Naval Selected Reserve are the force structure changes previously itemized in Section A.2 regarding changes in the Naval Reserve Fleet. Some personnel in the IRR may train during two weeks active duty annually to be ready for mobilization; however, the IRR category does not provide for paid drills, and IRR personnel are not included in strength authorization totals. Affected units provide wartime augmentation of operational staff groups, base support, maintenance activities, training, technical management, administration, and naval support units.

b. Hardware Modernization. Improved capabilities are programmed for the Naval Reserve in FY 1980 as follows:

(1) The second Reserve VAQ Squadron operating EA6A aircraft will be activated.

(2) Three Maritime Patrol Squadrons (VP) are scheduled to update from P-3A to P-3B aircraft.

(3) One additional C9B aircraft will be assigned to Reserve Logistic Support Squadrons (VR).

c. Consolidation of Airlift Capability. Complete implementation of the decision to consolidate all airlift requirements with the Military Airlift Command under the management of the Air Force will take place by FY 1980. This consolidation will permit the reduction of four VR (C-118) Naval Reserve squadrons. Although MAC airlift will replace Navy airlift originally provided by the Reserve C-118 squadrons, other priority logistic support to fleet commanders in CONUS will continue to be provided by four Reserve logistic support squadrons utilizing 13 C9B aircraft.

3. Civilian Manpower.

Civilian manpower spaces are planned to decrease from a level of 297,400 for end FY 1978 to 285,100 for end FY 1980, a reduction of 12,300 in two years. Significant factors that have contributed to this decline are as follows:

- Drawdown in the aircraft rework facilities, ordnance activities and the naval shipyards.
- Significant effort to convert to contract such functions as key punch operators, inactive ship maintenance, certain public works center functions.
- Continued drawdown of the research and development community.
- An initiative to provide for increased manpower productivity in the naval industrial activities.

C. Management Initiatives.

1. Manpower Management Systems.

On 1 November 1978, DCNO (Manpower, Personnel and Training) (MPT)/Chief of Naval Personnel (Op-01) was established marking the implementation of the Navy Manpower and Personnel Management (SALZER) Study recommendations. The basic concept of this headquarters management reorganization is that policy development and integrated planning and programming functions for the Total Force (i.e. - active and reserve

military, Navy civilian employees and contractor support) will be the responsibility of the new DCNO (MPT). The policy execution function for manpower and personnel will be carried out by two new units, the Naval Civilian Personnel Command (NCPC) and the Naval Military Personnel Command (NMPC). The NMPC will also be responsible for distribution of military personnel. The office of the Chief of Naval Education and Training remains the primary unit for execution of training policy. This reorganization involved the integration of some new functions and realignment of existing functions and resources of the Department of the Navy Office of Civilian Personnel (OCP), Office of the Deputy Chief of Naval Operations (Manpower)/Op-01, Office of the Director of Naval Education and Training/Op-099, the Bureau of Naval Personnel and the Navy Personnel Program Support Activity (NPPSA). This functional structure has been developed to correct deficiencies caused by organization fragmentation and inability to effectively address Total Force manpower, personnel and training on an integrated basis. This new structure will provide a basis for a management system that permits central alignment and control over the assessment of all MPT requirements within one headquarters organization. Many new functions are being assumed by the new DCNO (MPT), the most significant being long-range planning, the integration of civilian personnel policy development, and implementation functions formerly performed by the Office of Civilian Personnel into the Office of the Chief of Naval Operations under Op-01.

2. Naval Military Personnel Command.

The policy execution functions of the Bureau of Naval Personnel are undergoing a phased restructuring during the transition period. The Bureau will be renamed the Naval Military Personnel Command (NMPC) and will be responsible for the distribution and administration of Navy personnel and the implementation of service-wide programs to improve the quality of life in the Navy. A primary benefit will be that distribution personnel will be able to concentrate on the assignment of Navy personnel leaving policy development and planning to Op-01.

3. Navy Civilian Personnel Command.

The Naval Civilian Personnel Command (NCPC) has been established to operate centralized personnel programs for Navy to direct and coordinate field division resources, to command and manage the centrally managed consolidated personnel offices, and to monitor the execution of personnel directives through the chain of command. Like NMPC, it will respond to the new Op-01, Manpower, Personnel and Training organization for direction.

4. Manpower Management in the Navy Secretariat.

The reorganization of the Navy's Total Force manpower management functions has also been reflected in the Navy Secretariat. Two Deputy Assistant Secretary positions, Civilian Personnel and Equal Opportunity, have joined the DASN (Manpower) and the DASN (Reserve Affairs)

under the Principal Deputy Assistant Secretary of the Navy (Manpower and Reserve Affairs). These changes were made to facilitate coordinated management of Total Force manpower, personnel, and training throughout the Department of the Navy and to reinforce the changes to the management structure within the Office of the Chief of Naval Operations.

5. Manpower Requirements vs. Hardware Procurement (HARDMAN).

The HARDMAN project is continuing to develop the capability to control manpower requirements growth stemming from the design and acquisition of new weapons systems. Development of analytical capabilities is progressing to support the conduct of manpower and training/hardware tradeoff/life cycle cost analysis early in new system design. New manpower and training requirements determination and review procedures are being integrated into the weapons system acquisition process. These actions will enable manpower and training resources limitations to be explicitly considered during systems design, and will enable the supportability of new hardware to be assessed before acquisition decisions are made. HARDMAN development is proceeding on schedule.

6. Navy Manpower Mobilization System (NAMMOS).

The Navy Manpower Mobilization System (NAMMOS) currently under development is a major effort to define and identify total mobilization manpower requirements. Its primary objective is to institute a dynamic system capable of displaying mobilization workload and the resulting qualitative and quantitative manpower requirements for a variety of scenarios and time phases. Although completion of the system development will take three to five years, a reasonably accurate assessment of total quantitative Selected Reserve requirements for support activities ashore is programmed for 30 April 1979. This effort will enhance management of Selected Reserves as an element of the Navy's Total Force manpower resources. NAMMOS requirements determination process is compatible with methodology employed in existing Navy manpower systems, particularly the SHORSTAMPS program described previously, and will in fact be replaced by it as SHORSTAMPS comes on line. The system will facilitate decision making on structuring and integrating mobilization requirements from all sources (i.e.; active, military, civilian, Individual Ready Reserve, Selected Reserve, retired military, etc.).

7. Mobilization Manpower Requirements.

Currently, mobilization requirements for ships and aircraft are developed under the ship and squadron manpower documentation systems described previously. In determining support mobilization requirements, total manpower authorizations are derived from approved JCS and Navy OPLANS and war plans. This manpower is then identified to the billet level, the relationship within the unit, skill levels of the billet, and time-phasing of the billet requirement from peacetime through the various stages of post-mobilization. The new developing Navy Manpower Mobilization

System (NAMMOS) will complement this procedure and aid in properly relating Selected Reserve strength to military or civilian mobilization requirements in support activities. Augmentation plans will focus on the period following the intensive initial mobilization effort beyond which the initial surge capability of existing manpower resources cannot be sustained. Advantages of this approach include a prioritization of augmentation requirements based on the ability of on-board manpower to assume additional tasking in an expanded workweek; an orderly spacing of augmentation through the initial phases of mobilization; and a realistic augmentation schedule to facilitate associated accession, training, and transportation planning.

D. Navy Manpower Requirements by Defense Planning and Programming Categories (DPPC).

This section summarizes changes in Navy's manpower totals in terms of force and program changes which dictate year-to-year adjustments in overall Navy strength. The tables on Pages X-15 through X-17 display Navy active military, Selected Reserve, and civilian manpower by DPPC over the period FY 1978 and FY 1980. It should be noted that, beginning in FY 1980, Selected Reserve numbers throughout this chapter include reservists on full-time active duty for administration and training of the Reserves. Following these tables, each sub-category is discussed separately with an explanation provided for all changes amounting to 100 or more between FY 1978 and FY 1979 and between FY 1979 and FY 1980.

In previous editions of the DMRR, Navy manpower totals for the fiscal year just completed have reflected the actual disposition of personnel on the last day of the fiscal year. In all other years the manpower totals reflected end-of-year strength requirements in the force structure and average strength requirements in the Individuals account. As indicated in the FY 1979 DMRR, the process of displaying actual manning totals in one year and manpower requirements in all other years suggested substantial manpower changes in certain categories when, frequently, no changes in requirements actually occurred. Instead, the differences in manpower totals largely reflected seasonal manning anomalies, such as the end-of-year peaks in recruit training and PCS movements, which resulted in temporary manning imbalances between the force structure and the Individuals accounts.

In order to minimize misunderstandings created previously by the comparison of manning to requirements data and to permit an understanding of manpower changes between years, the active military manpower requirements for Fiscal Years 1979-1980 have been adjusted to reflect projected end-of-year manning in these years as itemized below. Required manning adjustments have been spread proportionately across all force structure categories except for those manpower categories (i.e., Naval Forces and Strategic Offensive Forces) where Navy's priority manning programs for fleet units ensure a close approximation of manning and requirements at all times. It is intended also that displaying pro-

jected seasonal manning variations in this manner will facilitate management actions to reduce the magnitude of seasonal manning imbalances and their impact on unit manpower readiness. It should be noted that projected end of year temporary manning shortages throughout the force structure are offset by corresponding manning excesses in the Individuals accounts and that these adjustments have no numerical impact on Navy's total manpower authorization request.

Active Military Manning Adjustments by DPPC

<u>DPPC</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Strategic</u>	<u>-91</u>	<u>-82</u>
Offensive Strategic Forces	-	-
Defensive Strategic Forces	-	-
Strategic Control & Surveillance	-91	-82
<u>Tactical/Mobility</u>	<u>-3,911</u>	<u>-3,594</u>
Land Forces	-186	-168
Tactical Air Forces	-3,709	-3,409
Naval Forces	-	-
Mobility Forces	-16	-17
<u>Auxiliary Activities</u>	<u>-1,404</u>	<u>-1,271</u>
Intelligence	-480	-444
Centrally Managed Communications	-465	-409
Research and Development	-344	-320
Geophysical Activities	-115	-98
<u>Support Activities</u>	<u>-8,374</u>	<u>-7,495</u>
Base Operating Support	-2,898	-2,591
Medical Support	-1,287	-1,165
Personnel Support	-410	-376
Individual Training	-1,518	-1,285
Force Support Training	-794	-747
Central Logistics	-426	-382
Centralized Support Activities	-470	-430
Management Headquarters	-508	-462
Federal Agency Support	-63	-57
<u>Total Force Structure Adjustment</u>	<u>-13,780</u>	<u>-12,442</u>

NAVY ACTIVE MILITARY MANPOWER REQUIREMENTS
(End Strength in Thousands)

	FY 1978 <u>Actual</u>	FY 1979 <u>FY 1980</u>	FY 1980 <u>Budget</u>
Strategic	20.9	20.7	20.8
Offensive Strategic Forces	19.4	19.2	19.3
Defensive Strategic Forces	-	-	-
Strategic Control and Surveillance	1.4	1.5	1.5
Tactical/Mobility	243.9	245.1	245.1
Land Forces	3.0	3.0	3.0
Tactical Air Forces	61.1	60.4	61.7
Naval Forces	179.6	181.4	180.1
Mobility Forces	0.3	0.3	0.3
Auxiliary Activities	24.2	22.9	23.0
Intelligence	8.2	7.8	8.0
Centrally Managed Communications	8.4	7.6	7.4
Research and Development	5.7	5.6	5.8
Geophysical Activities	1.9	1.9	1.8
Support Activities	138.0	136.4	135.7
Base Operating Support	46.0	47.2	46.9
Medical Support	21.6	21.0	21.1
Personnel Support	7.2	6.7	6.8
Individual Training	26.5	24.7	23.3
Force Support Training	13.6	12.9	13.5
Central Logistics	6.0	6.9	6.9
Centralized Support Activities	7.5	7.7	7.8
Management Headquarters	8.3	8.3	8.4
Federal Agency Support	1.1	1.0	1.0
Subtotal-Force Structure Allowance	427.0	425.1	424.6
Individuals	103.1	98.5	103.4
Transients	25.9	25.0	25.6
Patients, Prisoners, and Holdees	4.7	4.8	4.9
Students, Trainees	68.1	64.2	68.5
Cadets	4.4	4.4	4.4
Total	530.1 ^{1/}	523.6	528.0

Note: Detail may not add to totals due to rounding.

1/ As described in the discussion of enlisted accession goals on Page X-8, field reports as of 31 October 1978 show an actual end strength of 525,000.

NAVAL SELECTED RESERVE MANPOWER REQUIREMENTS
(End Strength in Thousands)

	<u>FY 1978 Actual</u>	<u>FY 1979 FY 1980</u>	<u>FY 1980 Budget</u>
<u>Strategic</u>	0.5	0.5	0.5
Offensive Strategic Forces	0.5	0.5	0.5
Defensive Strategic Forces	-	-	-
Strategic Control and Surveillance	-	-	-
<u>Tactical/Mobility</u>	53.2	64.6	47.3
Land Forces	2.3	3.7	3.7
Tactical Air Forces	3.1	4.5	4.1
Naval Forces	46.8	55.4	38.6
Mobility Forces	0.8	0.8	0.8
<u>Auxiliary Activities</u>	6.3	4.7	-
Intelligence	3.7	2.9	-
Centrally Managed Communications	1.9	1.2	-
Research and Development	0.4	0.5	-
Geophysical Activities	0.2	0.2	-
<u>Support Activities</u>	22.2	16.2	0.2
Base Operating Support	10.0	6.2	-
Medical Support	1.3	0.9	-
Personnel Support	-	-	-
Individual Training	0.7	0.2	-
Force Support Training	0.7	0.7	-
Central Logistics	4.4	3.5	-
Centralized Support Activities	1.9	1.8	0.1
Management Headquarters	3.0	2.8	0.1
Federal Agency Support	*	0.1	-
<u>Subtotal-Force Structure Allowance</u>	82.2	86.0	48.0
<u>Individuals</u>	0.6	1.0	0.9
Transients	-	-	-
Patients, Prisoners, and Holdees	-	-	-
Students', Trainees	0.6	1.0	0.9
Cadets	-	-	-
<u>Total</u>	82.8	87.0	48.9

Note: Detail may not add to totals due to rounding.

* Fewer than 50.

NAVY CIVILIAN MANPOWER REQUIREMENTS
(Direct and Indirect Hire End Strength in Thousands)

	<u>FY 1978 Actual</u>	<u>FY 1979 FY 1980</u>	<u>FY 1980 Budget</u>
<u>Strategic</u>	<u>2.1</u>	<u>2.7</u>	<u>2.8</u>
Offensive Strategic Forces	1.7	2.3	2.4
Defensive Strategic Forces	-	-	-
Strategic Control and Surveillance	0.4	0.4	0.4
<u>Tactical/Mobility</u>	<u>5.6</u>	<u>6.2</u>	<u>6.3</u>
Land Forces	-	-	-
Tactical Air Forces	0.1	0.1	0.1
Naval Forces	0.8	0.9	0.9
Mobility Forces	4.7	5.2	5.3
<u>Auxiliary Activities</u>	<u>37.4</u>	<u>37.0</u>	<u>36.6</u>
Intelligence	1.5	1.6	1.6
Centrally Managed Communications	2.9	3.1	3.1
Research and Development	31.7	31.0	30.6
Geophysical Activities	1.3	1.3	1.3
<u>Support Activities</u>	<u>252.3</u>	<u>244.7</u>	<u>239.4</u>
Base Operating Support	63.5	61.2	60.3
Medical Support	9.5	9.6	9.6
Personnel Support	1.2	1.3	1.2
Individual Training	3.6	3.3	3.3
Force Support Training	1.7	1.7	1.7
Central Logistics	157.6	152.0	147.7
Centralized Support Activities	6.9	6.9	6.8
Management Headquarters	8.3	8.7	8.8
Federal Agency Support	-	-	-
<u>Total</u>	<u>297.4</u>	<u>290.6</u>	<u>285.1</u>

Note: Detail may not add to total due to rounding.

1. Strategic

Navy Strategic Manpower (End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	20.9	20.7 ^{1/}	20.8 ^{2/}
Reserve Components	0.5	0.5	0.5
<u>Civilian</u>			
	2.1	2.7	2.8

1/ Reflects reduction of 0.1 for undermanning on 30 September 1979.

2/ Reflects reduction of 0.1 for undermanning on 30 September 1980.

The Strategic category consists of those nuclear offensive, defensive, and control and surveillance forces which have as their fundamental objective deterrence and defense against nuclear attack upon the United States, our military forces, bases overseas, and our allies. Within Navy, the large majority of manpower in this category is comprised of ship manpower associated with the Fleet Ballistic Missile (FBM) System, including both SSBN's and their tenders. Additional manpower requirements are associated with development of the TRIDENT program. Also included are strategic manpower requirements associated with operational headquarters and communications/ADP support.

Active military manpower associated with Navy Strategic Forces varies only slightly over the period shown. Growth in TRIDENT program requirements in FY 1980 is all but offset by reductions in FBM manpower during this period.

The increases in civilian manpower in this category are caused by growth in TRIDENT program requirements.

2. Tactical/Mobility

The Tactical/Mobility category is composed of manpower requirements associated with conventional warfare forces and their operational headquarters and supporting units. Within the overall Tactical/Mobility category, Navy manpower is contained in the separate subcategories of Land Forces, Tactical Air Forces, Naval Forces, and Mobility Forces. Each of these subcategories is addressed separately below.

a. Land Forces. Navy Land Forces strength includes doctors, chaplains, hospital corpsmen, and dental technicians assigned to Marine Corps divisions, regiments, and air stations. The following table shows Navy manpower committed to Land Forces.

Navy Land Forces
(End Strength in Thousands)

	FY 78 (Actual)	FY 79	FY 80
<u>Military</u>			
Active	3.0	3.0 ^{1/}	3.0 ^{2/}
Reserve Components	2.3	3.7	3.7

1/ Reflects reduction of 0.2 for undermanning on 30 September 1979.

2/ Reflects reduction of 0.2 for undermanning on 30 September 1980.

Active military manpower support of Marine Corps land forces remains stable during the period shown.

The increase of 1400 Selected Reserves between the FY 78 actual strength and the planned FY 1979 strength reflect expected improvements in the manning of these reserve units. Some of these units structured during Project Readiness were not fully manned as a result of recruiting lag time. The increases result in augmentations for medical and dental support of both active and reserve Marine divisions.

b. Tactical Air Forces. The Tactical Air Forces subcategory includes manpower associated with Navy fighter, attack, reconnaissance, and special operations squadrons; multipurpose aircraft carriers, and tactical air operational headquarters units. The following table reflects Navy manpower associated with Tactical Air Forces.

Navy Tactical Air Forces Manpower^{1/}
(End Strength in Thousands)

	FY 78 (Actual)	FY 79	FY 80
<u>Military</u>			
Active	61.1	60.4 ^{2/}	61.7 ^{3/}
Reserve Components	3.1	4.5	4.1
<u>Civilian</u>			
	0.1	0.1	0.1

1/ Includes manpower for multipurpose carriers and associated air wings.

2/ Reflects reduction of 3.7 for undermanning on 30 September 1979.

3/ Reflects reduction of 3.4 for undermanning on 30 September 1980.

The decrease of 700 in active military manpower between FY 1978 and FY 1979 results from projected undermanning of TACAIR requirements at the end of FY 1979. During this period, a small increase in TACAIR requirements will be experienced, mainly in carriers and operational headquarters, with some offsetting reductions in reconnaissance squadron manpower. The increase of 1,300 between FY 1979 and FY 1980

reflects the phased buildup of the F-14 squadron reconnaissance program, activation of a new sea-based electronic warfare squadron, and a pre-commissioning crew for the nuclear powered carrier CARL VINSON being commissioned in FY 1981.

The increase of 1400 Selected Reserves between the FY 78 actual strength and the planned FY 79 strength reflects expected improvement in the manning of reserve tactical air units. Some units that were reorganized during Project Readiness were not fully manned as a result of recruiting time lag. Other units were not fully manned because of the difficulty in filling all the quantity/quality requirements as new hardware was introduced in reserve units. The reduction of 400 Selected Reserve requirements from FY 79 to FY 80 reflects the transfer of fleet operational staff units to non-drill status in the IRR (500) and the addition of a VAQ squadron (100).

c. Naval Forces. This subcategory includes manpower strength related to ASW and Fleet Air Defense Forces, Amphibious Forces, and Naval Support Forces. As the largest subcategory of active military and reserve manpower in the Navy, it includes virtually all ship manpower requirements exclusive of the FBM manpower reflected in the Strategic category and the carrier manpower shown under Tactical Air Forces. The following table depicts total Navy strength contained in the Naval Forces subcategory.

Naval Forces Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	179.6	181.4	180.1
Reserve Components	46.8	55.4	38.6
<u>Civilian</u>			
	0.8	0.9	0.9

Active military manpower requirements in the Naval Forces category increase by 1,800 between FY 1978 and FY 1979. This growth is primarily attributable to the overall increase of active fleet ships in this category including an increase of seven ASW/Fleet Air Defense (FAD) ships and one Amphibious Force ship (3,400 people) coupled with a reduction of six ships from the Naval Support Force category (1,600 people).

Between FY 1979 and FY 1980, overall Naval Forces active military manpower declines by approximately 1,300. This reduction occurs in Naval Support Forces manpower where a decrease of 1,100 reflects reductions and changes in the composition of Navy's underway replenishment force. An additional reduction of approximately 200 results from the deactivation of a deep submergence support ship in FY 1980. Manpower requirements for new ships being introduced were offset by the decommissioning of reserve ships, the crews of which include a significant number of active duty people.

The increase of 8600 Selected Reserves between the FY 1978 actual strength and the planned FY 1979 strength reflects expected manning improvements in this area. In FY 1978, some units were reorganized during Project Readiness and were not fully manned as a result of recruiting time lag. Other units were not fully manned because of the inability to recruit and retrain people in the required skills.

The reduction of 16,800 Selected Reserve requirements from FY 79 to FY 80 reflects the disestablishment of four Reserve HS helicopter squadrons (700), 20 destroyers (2300), four VR C118 aircraft squadrons (1400), two VC aircraft squadrons (200), two amphibious transport ships (300), one amphibious cargo ship (100), and two HAL helicopter squadrons (100). Additions include two ammunition ships (200), and three amphibious cargo ships (400). Other reductions in Naval Forces are necessary as part of the overall reduction from 87,000 to 48,900 in FY 80. Affected units are transferred to non-drill status in the IRR and include nine Reserve mobile construction battalions (6700), fleet operational staffs (1500), amphibious tactical support units (1200), two cargo handling units (300), cryptologic direct support units (700) and ship maintenance units (1900).

The civilian increases in FY 1979 are in the Ship Support Improvement Program and The Navy Command and Control System.

d. Mobility Forces. Included in this subcategory is Navy strength associated with its required airlift/sealift capability as well as port terminal and traffic management operations. Navy manpower in the Mobility Forces category is shown below.

Navy Mobility Forces Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	0.3	0.3	0.3
Reserve Components	0.8	0.8	0.8
<u>Civilian</u>	4.7	5.2	5.3

Active military and Selected Reserve manpower associated with the Military Sealift Command in this category remains stable over the period FY 1978-FY 1980.

An increase in the number of ships transferred from the active fleet and manned by civilians in both FY 1979 and FY 1980 account for the majority of the civilian increases. Adjustments in the civilian marine pipeline and in the shore establishment that are required to support the additional fleet auxiliary ships account for the remainder of the increase.

3. Auxiliary Activities

Strength included in the category of Auxiliary Activities is associated with Department of the Navy programs which come under centralized DoD control. The various programs include Intelligence, Centrally Managed Communications, Research and Development, and Geophysical Activities. Each of these programs constitutes a separate category of manpower as detailed below.

a. Intelligence. This category contains strength for the centralized intelligence gathering and analytic agencies and activities of the Department of Defense consisting of the Consolidated Cryptologic Program (CCP) and the General Defense Intelligence Program (GDIP), including intelligence communications.

Navy Intelligence Manpower (End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active ^{1/}	8.2	7.8 ^{2/}	8.0 ^{3/}
Reserve Components	3.7	2.9	-
<u>Civilian</u>	1.5	1.6	1.6

1/ Not included in the above totals are military personnel in combat related intelligence units.

2/ Reflects reduction of 0.5 for undermanning on 30 September 1979.

3/ Reflects reduction of 0.4 for undermanning on 30 September 1980.

The reduction in active military manpower between FY 1978 and FY 1979 reflects a decrease in cryptologic requirements at a variety of locations during this period. The increase between FY 1979 and FY 1980 is caused by numerous minor increases in various Navy Intelligence requirements including increased support of the National Security Agency.

The decrease of 800 in Naval Selected Reserve strength from FY 1978 and FY 1979 reflects the changes necessary to execute the Navy's priority manning of tactical and strategic Selected Reserve units. Reduced Selected Reserve augmentation is provided in cryptologic activities, intelligence production activities, intelligence management and support activities, service support to cryptologic operations, and defense document/interrogation/attache units. The elimination of Selected Reserve manpower in FY 1980 reflects the transfer of these augmentation billets to the IRR. Affected units include those mentioned above as well as those augmenting ELINT centers, scientific/technical intelligence activities, fleet intelligence support activities, cryptologic communications activities, and intelligence communications units.

Civilian increases for FY 1979 reflect minor changes in the intelligence community.

b. Centrally Managed Communications. This subcategory reflects strength associated with the Defense Communications System, internal Navy communications requirements, satellite communications systems, communications security and other related communications units. The following table reflects Navy strength associated with these communications requirements.

Navy Centrally Managed Communications
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	8.4	7.6 ^{1/}	7.4 ^{2/}
Reserve Components	1.9	1.2	-
<u>Civilian</u>	2.9	3.1	3.1

1/ Reflects reduction of 0.5 for undermanning on 30 September 1979.

2/ Reflects reduction of 0.4 for undermanning on 30 September 1980.

Although the above table shows a decrease of approximately 800 active military manpower in this category between FY 1978 and FY 1979, actual reductions of Navy communications manpower requirements are even greater, since final FY 1978 end strength was approximately 1,300 lower than originally planned. Personnel reductions during this period have been achieved through increased satellite communications capability, contracting out, closure of overseas communications sites, and reductions of base support manpower. The additional reduction of 200 active military between FY 1979 and FY 1980 reflects Navy plans to convert the Harold E. Holt Communication Station in Australia to contract operation.

The decrease of 700 in Naval Selected Reserve strength from FY 1978 to FY 1979 also reflects the changes necessary to effect priority manning in tactical and strategic Selected Reserve units. Reduced Selected Reserve augmentation is provided in Navy Telecommunications Area Master Stations and other advanced base functional components and station units. The elimination of Selected Reserve manpower in FY 1980 reflects the transfer of personnel to the IRR. Affected units include those mentioned above as well as those augmenting the Defense Communications System and selected Security Group activities.

The increase in FY 1979 civilian spaces is attributable to increases at the various major worldwide communications facilities (300) offset by a reduction in the Long-Haul Defense Communications System (DCS) (100).

c. Research and Development. The Navy's R&D community consists of headquarters, laboratories, RDT&E project ships, test and evaluation activities, and support offices. The largest segment of people are in the R&D laboratories. The Navy's R&D efforts are comprehensive, since they must deal with land, sea, air, and undersea operations. In-house work is performed at 29 Navy RDT&E installations, including seven medical laboratories and 13 industrially-funded facilities such as the Naval Research Laboratory, the David W. Taylor Naval Ship Research and Development Center, and the Naval Air Development Center. The following table depicts Navy's R&D strength.

Navy Research and Development Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	5.7	5.6 ^{1/}	5.8 ^{2/}
Reserve Components	0.4	0.5	-
<u>Civilian</u>	31.7	31.0	30.6

1/ Reflects reduction of 0.3 for undermanning on 30 September 1979.

2/ Reflects reduction of 0.3 for undermanning on 30 September 1980.

Although the table above shows an active military manpower reduction of approximately 100 in this category between FY 1978 and FY 1979, Navy R&D manpower requirements actually decline by about 600 during this period as a result of the decommissioning of an R&D Project Ship in FY 1979 and the transfer of the Naval Air Engineering Center, Lakehurst, N.J., to the Central Logistics Category.

The elimination of Selected Reserve manpower in FY 1980 reflects the transfer of augmentation personnel to the IRR. Affected units include augmentation for R&D Laboratories, R&D installation support, and RDT&E project ships.

The civilian manpower changes associated with FY 1979 reflect reductions for contracting initiatives (300) and compliance with the Leach Amendment (400). It is anticipated that most of these reductions as well as the 400 shown during FY 1980 will be accommodated primarily through increased productivity and economical contracting efforts.

d. Geophysical Activities. The Navy's geophysical effort includes the Naval Observatory under the Chief of Naval Operations and oceanographic and meteorological activities under the Oceanographer of the Navy. These activities employ professional meteorologists, oceanographers, geophysicists, mathematicians, engineers, and technical specialists, as well as a small headquarters staff.

Navy Geophysical Activities Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	1.9	1.9 ^{1/}	1.8 ^{2/}
Reserve Components	0.2	0.2	-
<u>Civilian</u>	1.3	1.3	1.3

1/ Reflects reduction of 0.1 for undermanning on 30 September 1979.

2/ Reflects reduction of 0.1 for undermanning on 30 September 1980.

The reduction of approximately 100 active military in the Geophysical Activities category between FY 1979 and FY 1980 reflects reduced Navy requirements for mapping, charting, and geodesy support at several different locations.

The elimination of Selected Reserve manpower in FY 1980 reflects the transfer of personnel to the IRR. Affected units are those augmenting the Naval Weather Service.

4. Support Activities

This category includes strength associated with base operating support requirements of both combat and support installations. Also included are centralized organizations, activities, and services consisting of medical and personnel support, individual and force support training, logistics, management headquarters, federal agency support, and other centralized support activities.

a. Base Operating Support. Strength in this subcategory provides for the operation and maintenance of both combat and support forces. Base operating support totals for combat forces provide for strategic, tactical, and airlift and sealift commands, including supporting base communications and air traffic control. Base operating support totals for support forces provide for auxiliary forces, research and development, logistics, training, medical, and administrative commands.

Navy Base Operating Support Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	46.0	47.2 ^{1/}	46.9 ^{2/}
Reserve Components	10.0	6.2	
<u>Civilian</u>	63.5	61.2	60.3

1/ Reflects reduction of 2.9 for undermanning on 30 September 1979.

2/ Reflects reduction of 2.6 for undermanning on 30 September 1980.

Between FY 1978 and FY 1979, a small increase in active military manpower in this category is projected to occur in the base operating support provided to Naval Reserve installations.

The reduction of 300 active military between FY 1979 and FY 1980 primarily reflects reduced active military support of the naval reserve force resulting from the 38,100 reduction of Selected Reserve strength in FY 1980 coupled with partially offsetting increases in support of naval aviation units.

The decrease of 3,800 in Naval Selected Reserve actual strength for FY 1978 to FY 1979 strength reflects the change necessary to effect priority manning in tactical and strategic selected reserve units. Reduced Selected Reserve augmentation is provided in naval stations, naval air stations and facilities. Elimination of selected reserve manpower in FY 1980 reflects the transfer of personnel to the IRR. Affected units include those mentioned above as well as those augmenting aviation task forces, fleet post offices, naval aviation support facilities, ship repair facilities, naval magazines, and ordnance facilities.

The civilian decrease of 2,300 between FY 1978 and FY 1979 includes reductions of about 1000 spaces in the public works centers primarily through economical conversion to contract, reductions in training (700) and fleet support base operations (600). These actions are in compliance with the intent of Congress to reduce base operating support civilian positions as expressed in the Conference Report on the FY 1978 Appropriations Bill (Title III, House Report 95-565). Reductions in FY 1980 reflect decreases for continuing reduced base operations through economical contracting and increased efficiencies in public work centers (400) and training support (500).

b. Medical Support. Navy manpower requirements included in this category represent that strength required to provide medical care in DOD military medical facilities, including medical centers, hospitals, clinics

dispensaries, infirmaries, and laboratories; and for medical care to qualified individuals in non-DOD facilities. Navy Medical Support requirements are shown in the following table.

Navy Medical Support Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	21.6	21.0 ^{1/}	21.1 ^{2/}
Reserve Components	1.3	0.9	-
<u>Civilian</u>	9.5	9.6	9.6

1/ Reflects reduction of 1.3 for undermanning on 30 September 1978.

2/ Reflects reduction of 1.2 for undermanning on 30 September 1980.

Although the above table suggests a decrease of approximately 600 active military in this category between FY 1978 and FY 1979, medical manpower support requirements remain stable between FY 1978 and FY 1979. The decrease is caused solely by projections of temporary undermanning at the end of FY 1979.

The decrease of 400 in Naval Selected Reserve requirements from FY 1978 to FY 1979 represents the changes necessary to effect priority manning of other Selected Reserve units. Reduced Selected Reserve augmentation is provided in environmental preventive medicine units and the Naval Medical Material Supply Command. The elimination of Selected Reserve manpower in FY1980 reflects the transfer of personnel to the IRR. Affected units include those mentioned above as well as those augmenting naval regional dental centers, BUMED dental units, station hospitals for advance bases, surgical teams, neuro-surgical teams and the National Naval Dental Center.

The increase in civilian manpower in FY 1979 is related to overall improvement of medical services and support in Navy facilities.

c. Personnel Support. This strength category includes manpower requirements associated with Navy recruiting and examining, the overseas dependents education program, reception centers, disciplinary barracks, centrally-funded welfare and morale programs, the Armed Forces Information Program, and civilian career training and intern programs. This category also includes research and development manpower requirements for human factors and personnel development research.

Navy Personnel Support Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	7.2	6.7 ^{1/}	6.8 ^{2/}
Civilian	1.2	1.3	1.2

1/ Reflects reduction of 0.4 for undermanning on 30 September 1979.

2/ Reflects reduction of 0.4 for undermanning on 30 September 1980.

The reduction of approximately 500 active military manpower as shown above primarily results from the undermanning projected at the end of FY 1979. The increase of 100 between FY 1979 and FY 1980 reflects a small increase in Navy manpower associated with recruiting efforts.

The civilian increase of about 100 in FY 1979 is for the centrally managed Civilian Training, Education and Development Program. This program consists of the DoD-wide and service-wide formal career training for interns and career executive development.

d. Individual Training. This category contains the strength required to conduct and support formal military and technical training as well as professional education of military personnel conducted under the centralized control of service training commands. Training activities in this category encompass recruit training, officer acquisition training (including ROTC), general skill training, flight training, professional development education, health care individual training, and training support activities.

Manpower in the Individual Training Category conducts and supports training of students and trainees of the active Navy in both PCS and TAD (temporary duty) status and also Naval Reservists on active duty for training. The students and trainees in PCS status are carried in the Individuals category; those in TAD status are included in the categories of their parent commands.

Navy Individual Training Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	26.5	24.7 ^{1/}	23.3 ^{2/}
Reserve Components	0.7	0.2	-
<u>Civilian</u>	3.6	3.3	3.3

1/ Reflects reduction of 1.5 for undermanning on 30 September 1979.

2/ Reflects reduction of 1.3 for undermanning on 30 September 1980.

Active military manpower totals decrease by approximately 1,800 primarily as a result of the expected undermanning at the end of FY 1979. The decrease of approximately 1,400 active military between FY 1979 and FY 1980 is attributable to the planned transfer of undergraduate helicopter pilot training responsibility from the Navy to the Army in FY 1980.

The decrease of 500 Selected Reserves between the FY 1978 actual strength and the planned FY 1979 strength represents a reduction in requirements. The elimination of 200 from FY 1979 to FY 1980 reflects the overall reduction from 87,000 in FY 1979 to 48,900 in FY 1980. Affected units include naval air maintenance training detachments, the Armed Forces Air Intelligence Training Center and the Fleet Intelligence Training Centers, Atlantic and Pacific. These personnel are transferred to the IRR.

FY 1979 reflects a 300 reduction in civilian manpower related to reduced general skill training and conversion to contract of T34/T44 aircraft maintenance.

e. Force Support Training. Force Support Training strength is composed of manpower requirements of units which provide training to, or evaluation of, organized crews and units in conjunction with the performance of a specific mission. Navy civilian support in this area consists primarily of maintenance and clerical support of fleet air training units. The student pipeline programmed for Force Support Training is included in the Student and Trainee subcategory of the DPPC category of Individuals.

Navy Force Support Training Manpower
 (End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	13.6	12.9 ^{1/}	13.5 ^{2/}
Reserve Components	0.7	0.2	-
<u>Civilian</u>	1.7	1.7	1.7

1/ Reflects reduction of 0.8 for undermanning on 30 September 1979.

2/ Reflects reduction of 0.7 for undermanning on 30 September 1980.

The reduction of 700 active military between FY 1978 and FY 1979 results primarily from the projected undermanning adjustment in FY 1979 as shown. The increase of approximately 600 active military between FY 1979 and FY 1980 primarily reflects increased instructional and maintenance requirements associated with introduction of modern flight simulator equipment at a variety of readiness squadron training locations and activities.

The decrease of 500 Selected Reservists between the FY 1978 actual strength and the planned FY 1979 strength reflects changes necessary to effect priority manning in tactical and strategic Selected Reserve units. Reduced selected reserve augmentation is provided in fleet aviation specialized operational training groups, fleet training groups, COMTRALANT, COMTRAPAC, and Nuclear Weapons Training Atlantic. The elimination of Selected Reserve manpower in FY 1980 reflects the transfer of personnel to the IRR. Affected units are those mentioned above.

f. Central Logistics. Manpower requirements reflected in this category represent Navy strength associated with supply operations (supply depots and centers, inventory control points, centralized procurement offices), maintenance operations (naval air rework facilities, shipyards, naval avionics facility, inactive ship maintenance facilities, etc.), and logistic support operations which include a variety of logistic and technical support operations.

Navy Central Logistics Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	6.0	6.9 ^{1/}	6.9 ^{2/}
Reserve Components	4.4	3.5	-
<u>Civilian</u>	157.6	152.0	147.7

1/ Reflects reduction of 0.4 for undermanning on 30 September 1979.
2/ Reflects reduction of 0.4 for undermanning on 30 September 1980.

Between FY 1978 and FY 1979, Central Logistics manpower requirements actually increase by approximately 700 during this period as a result of the transfer of the Naval Air Engineering Center, Lakehurst, New Jersey, to this category in FY 1979 and other increases at Navy inactive ship maintenance facilities, ordnance activities, and inventory control point operations.

The decrease of 900 Naval Selected Reservists between FY 1978 actual strength and the planned FY 1979 strength reflects changes necessary to effect priority manning in other Selected Reserve units. Reduced Selected Reserve augmentation is provided in depot maintenance, naval ordnance activities and various construction and engineering units. The elimination of Selected Reserve manpower in FY 1980 reflects the transfer of personnel to the IRR. Affected units include those mentioned above as well as those augmenting inventory control points, ship maintenance activities, supply depots, procurement operation, service support to the Defense Logistics Agency and the Naval Engineering Center.

The following table summarizes Navy manpower by type of logistic operation during the period FY 1978-FY 1980.

Central Logistics Manpower by Type of Operation
 (End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active ^{1/}			
Supply Operations	1.4	1.7	1.7
Maintenance Operations	3.5	3.8	3.7
Logistic Support Operations	<u>1.2</u>	<u>1.5</u>	<u>1.5</u>
Total	<u>6.0</u>	<u>6.9</u>	<u>6.9</u>
<u>Reserve Components</u>			
Supply Operations	1.0	0.9	-
Maintenance Operations	1.7	1.1	-
Logistic Support Operations	<u>1.7</u>	<u>1.5</u>	<u>1.5</u>
Total	<u>4.4</u>	<u>3.5</u>	<u>3.5</u>
<u>Civilian</u>			
Supply Operations	23.3	22.6	21.3
Maintenance Operations	120.2	115.1	111.8
Logistic Support Operations	<u>14.1</u>	<u>14.2</u>	<u>14.6</u>
Total	<u>157.6</u>	<u>152.0</u>	<u>147.7</u>

1/ Active totals in FY 1979 and FY 1980 have been reduced to reflect projected undermanning at the end of these fiscal years.

Note: Detail may not add to totals due to rounding.

1. Supply Operations - The decline of 700 civilian spaces in FY 1979 results in part from the limitations on federal employment imposed by the Leach Amendment to the Civil Service Reform Act and contracting initiatives. It is anticipated that the reductions will be accommodated by the increased utilization of economical contracting efforts. The decline of the civilian work force in FY 1980 by another 1,300 results primarily from the continuation of the economical contracting policy.

2. Maintenance Operations.

- Naval Air Rework Facilities. The air rework facilities perform depot level maintenance of aircraft and components, manufacture of critical nonavailable parts, and provide technical assistance to intermediate maintenance organizations. Staffing requirements are largely based on standard workload procedures for the types of jobs being performed. Aircraft and engine requirements are converted to manhours by

multiplying the number of units by negotiated program production norms. The applicable overhead hours associated with the direct hour base are then added to derive the total productive hours required. Productive hours required are then converted to manyears. A total of 21,452 civilian spaces are planned for end FY 1980. A decrease of about 1,700 civilian spaces (including 1,200 temporary spaces) is planned during FY 1979. A further decrease of 1,600 civilian spaces will be required during FY 1980.

- Naval Avionics Center. At the end of FY 1980, 2236 civilians (includes 28 for the Guided Projectile Program) will be employed at the Naval Avionics Center (NAC), Indianapolis, Indiana. NAC conducts research, development, engineering, material acquisition, pilot and limited manufacturing, technical evaluation, depot maintenance, and integrated logistics support on electronics (avionics) and related equipment. Task assignments to NAC are usually made to gain a quick reaction response to the needs of the fleet and to validate or certify data packages through engineering and/or pilot manufacturing prior to introduction to private industry for low-risk competitive procurement. Due to the diversified mission of the Center and the large number of ongoing job orders (in excess of 3400), the workload at NAC is one of continuous change. Despite a steady but gradual reduction in workforce, coupled with a steady but marked increase in workload over the past few years, NAC has continued to provide the required support through more efficient utilization of personnel, automation, reorganization, and selective use of overtime.

- Naval Shipyards. The naval shipyards, which will employ 65,033 civilians in FY 1980, provide logistics support for assigned ships and service craft; perform authorized work in connection with construction, conversion, overhaul, repair, alteration, drydocking, and outfitting of ships and craft; and perform manufacturing, research, development and test work.

- The naval shipyard workload is determined and monitored on a three year cycle. Naval shipyard workload is developed from customer's budget dollars (including non DoD customers) and is distributed to naval and private shipyards in accordance with homeport policy, shipyard capabilities and employment potentials. Based on the projected ship workload, average manyears of employment and end of fiscal year employment are determined for individual naval shipyards in terms of productive shop and support manpower.

- Civilian spaces decrease by 1,500 in FY 1979 primarily because of the Leach Amendment. Additional reductions of 1,900 spaces are planned during FY 1980. It is anticipated that these reductions will be accommodated by increased productivity.

- Ordnance Activities. In these activities, civilian employment will decrease by about 800 spaces to a level of 17,793 by end of FY 1979 and to 17,835 by FY 1980. About 300 billets are included in FY 1980 for sensitive ordnance security.

- Naval Ship Engineering Center. The Naval Ship Engineering Center which will employ approximately 971 civilians by end FY 1980. NAVSEC performs assigned engineering and material management functions for ship, system, equipment and material requirements in support of the Naval Sea Systems Command.

- Inactive Ship Maintenance Facilities. The inactive ship maintenance facilities are dedicated to the upkeep, support, and preservation of the Navy's "mothball" fleet. About 200 of the civilian positions at this activity are scheduled for conversion to contract during FY 1979.

- Ship Maintenance Activities. The ship maintenance activities provide for central design analysis, programming, documentation and maintenance of Standard Shipyard MIS and Management Information and Data Processing Systems tasks in support of Naval Shipyards and for other NAVSEA field activities. They also develop, implement, and maintain ADP systems and perform associated ordnance logistic support functions. The Ship Maintenance Activities on-board strength at the end of FY 1980 is projected at 191.

- Maintenance Support Activities. The maintenance support activities plan, design, test and deliver Combat Directional System computer programs for the Operating Forces. They also provide auxiliary computer programs in support of Fleet computer program development and maintenance technical assistance to the shore establishment. The Maintenance Support activities will employ approximately 1,400 civilians in FY 1979 and FY 1980.

3. Logistics Support Operations. In addition to supply and maintenance and production activities, logistics support includes 14,600 civilians in FY 1980 in a variety of logistics and technical support activities. Included are the Navy Publications and Printing Service, technical and engineering support activities of the Naval Air, Sea, and Electronics Systems Command and the Navy Regional Data Automation Command (NARDAC). The increases in this category in FY 1979 and FY 1980 are primarily related to the Navy Regional Data Automation Command and increased technical and engineering support.

g. Centralized Support Activities. This category includes non-management headquarters strength in unified commands, international military organizations, foreign military sales support, counterintelligence, reserve readiness support, public affairs, personnel administration, finance centers, audio visual activities, criminal investigations, support of Defense agencies, and other miscellaneous support activities.

Navy Centralized Support Activities Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	7.5	7.7 ^{1/}	7.8 ^{2/}
Reserve Components	1.9	1.8	0.1
<u>Civilian</u>	6.9	6.9	6.8

1/ Reflects reduction of 0.5 for undermanning on 30 September 1979.

2/ Reflects reduction of 0.4 for undermanning on 30 September 1980.

The increase of approximately 200 active military manpower shown above between FY 1978 and FY 1979 reflects growth in reimbursable Navy manpower dedicated to the Foreign Military Sales Program as partially offset by various reductions in Navy service-wide support activities. The increase of 100 active military between FY 1979 and FY 1980 is due to a growth in manpower requirements for testing of new aircraft.

The decrease of 100 Selected Reservists between FY 1978 actual strength and the planned FY 1979 strength reflects changes necessary to effect priority manning in other selected reserve units. The elimination of Selected Reserve manpower in FY 1980 reflects the transfer of personnel to the IRR. Affected units are Counterintelligence/Investigative, Public Affairs, Reserve Readiness Commands, Legal Services Offices and the Navy Finance Center, Cleveland.

Civilian manpower decreases in FY 1979 and FY 1980 are attributable to reduction in the Reserve Readiness Command support and other support activities offset by a modest increase for management of Direct Case Foreign Military Sales reimbursable support.

h. Management Headquarters. This category reflects management headquarters strength required to support defense agencies, international military organizations, and unified commands as well as combat and service commands.

Management Headquarters Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	8.3	8.3 ^{1/}	8.4 ^{2/}
Reserve Components	3.0	2.8	0.1
<u>Civilian</u>	8.3	8.7	8.8

1/ Reflects reduction of 0.5 for undermanning on 30 September 1979.

2/ Reflects reduction of 0.5 for undermanning on 30 September 1980.

Active military manpower in this category increases by approximately 100 between FY 1979 and FY 1980 as a result of numerous minor adjustments in various management headquarters activities.

The decrease of 200 Naval Selected Reservists between FY 1978 actual strength and the planned FY 1979 strength reflects changes necessary to effect priority manning in strategic and tactical Selected Reserve units. Reduced selected reserve augmentation is provided for international agencies, LANTCOM, PACCOM, surface fleet, sealift, cryptological, communications security, communications, research and development, logistics, training, and departmental activities. The elimination of Selected Reserve manpower in FY 1980 reflects the transfer of personnel to the IRR. Affected units are those mentioned above.

The civilian space increase in FY 1979 is attributable to acquisition management, establishment of NARDAC and various other adjustments.

i. Federal Agency Support. The Federal Agency Support subcategory includes Navy manpower strength assigned to other federal departments and agencies, normally on a reimbursable basis.

Navy Federal Agency Support Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	1.1	1.0 ^{1/}	1.0 ^{2/}
Reserve Components	*	0.1	-

* Fewer than 50.

1/ Reflects reduction of 0.1 for undermanning on 30 September 1979.

2/ Reflects reduction of 0.1 for undermanning on 30 September 1980.

The reduction of approximately 100 active military manpower in this category is wholly attributable to the projected undermanning adjustment at the end of FY 1979.

The elimination of Selected Reserve manpower in FY 1980 reflects the transfer of personnel to the IRR.

5. Individuals

Up to this point, this chapter has discussed manpower requirements included in the force structure. Requirements for nonstructure manpower are in the Individuals account. Navy has an established set of Individuals accounts so that the units of the force structure will be manned at their authorized strengths. The Individuals account consists of estimates of the numbers of transients, patients, prisoners, holdees, trainees, students, and Naval Academy midshipmen.

a. Transients

Navy Transient Manpower (End Strength in Thousands)

<u>Military</u>	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
Active	25.9	25.0	25.6

Transient requirements are a function of the Permanent Change of Station (PCS) move program. Transient manpower spaces are provided to account for time consumed during PCS travel, which includes travel, leave enroute, and temporary duty enroute. Of these three factors, approximately 75% of total transient time represents leave taken en route between duty stations. Navy personnel are encouraged to use accrued leave during PCS moves to reduce non-available time at assigned activities.

Changes in active military manpower in this category, including a decrease of 900 from FY 1978 to FY 1979 and an increase of 600 between FY 1979 and FY 1980, are attributable to changes in Navy's PCS move program. The totals shown reflect projected manpower enroute between duty stations at the end of the fiscal year. Transient manpower at that time is normally somewhat higher than the average transient strength throughout the fiscal year.

b. Patients, Prisoners, and Holdees

Navy Patients/Prisoners/Holdees Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	4.7	4.8	4.9

Patients manpower spaces are provided to offset lost time in units resulting from hospitalization for extended periods (30 days for members assigned to operating force units, 45 days for all others).

Prisoners manpower spaces are provided to offset lost time in units resulting from confinement in a military disciplinary facility in excess of 30 days.

Holdees manpower spaces are provided to accommodate personnel who are dropped from their assigned units and are awaiting administrative discharge or separation from active duty.

The active military manpower totals in this category increase by 100 between each of the years shown. This results from a small increase forecast in prisoner strength coupled with a reduction of Navy Holdee manpower.

c. Trainees, Students, and Midshipmen

Navy Trainee/Student/Midshipmen Manpower
(End Strength in Thousands)

	<u>FY 78</u> (Actual)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active			
Trainees/Students	68.1	64.2	68.5
Midshipmen	4.4	4.4	4.4
Total	72.5	68.6	72.9
Reserve Components			
Trainees/Students	0.6	1.0	0.9

Trainees, students, and midshipmen manpower spaces represent present investment for future trained individuals. Trainees are individuals undergoing basic military training and initial skill training. Students are individuals undergoing specialized, flight, and professional training. Midshipmen are individuals attending the United States Naval

Academy. The number of trainee and student spaces is a function of enlistment patterns, course lengths, and training plans. A comprehensive discussion of the determination of trainee and student loads is included in the Military Manpower Training Report.

Active military manpower in this category decreases by approximately 3,900 between FY 1978 and FY 1979. Student/Trainee totals associated with force support training is scheduled to decline by about 600 while Individual Training totals will be reduced by approximately 3,300. Within the Individual Training category, the principal reductions are projected in the areas of general skill training and undergraduate pilot training with lesser reductions projected in virtually every other training area.

Student/Trainee requirements are projected to increase by approximately 4,300 between FY 1979 and FY 1980. Major increases in training totals are projected in the areas of general skill training and recruit training. Increases in these areas will account for all but 400 of this overall increase.

The increase of 400 in Reserve manpower between FY 1978 and FY 1979 and the reduction of 100 personnel in FY 1980 reflects adjustments in the requirement for the Ready Mariner Program.

CHAPTER XI
MARINE CORPS MANPOWER REQUIREMENTS

A. Introduction

1. Summary and Highlights

This chapter describes Marine Corps active and reserve military and civilian manpower; justifies the manpower levels programmed for Fiscal Year 1980; depicts manpower trends; discusses initiatives; and provides the rationale underlying changes in manpower from year to year.

The Marine Corps is unique among the four services because the National Security Act of 1947, as amended, provides that the Marine Corps will consist of "...not less than three combat divisions and three air wings, and such other land combat, aviation, and other services as may be organic therein... organized, trained, and equipped to provide Fleet Marine Forces of combined arms...for service with the fleet..." Further, the Act states that the Marine Corps "...shall provide detachments and organizations for service on armed vessels of the Navy, shall provide security detachments for the protection of naval property at naval stations and bases, and shall perform other such duties as the President may direct." In addition, the Marine Corps furnishes guards for U.S. embassies as a result of a memorandum of agreement based on the Foreign Service Act of 1946, as amended.

Inherent in the statutory missions and functions set forth in the National Security Act of 1947 is the requirement for the Marine Corps to provide forces for contingency missions in support of the national strategy. To support those missions and functions, the Marine Corps maintains a Fleet Marine Force posture as follows: one division/wing team called a Marine Amphibious Force (MAF) located on the East Coast of the United States with a primary commitment to the defense of NATO; one MAF forward deployed in the Pacific area; and a third MAF stationed on the West Coast of the United States, which is capable of rapid deployment worldwide to meet contingency requirements or to reinforce forward deployed forces, including those committed to NATO.

The Marine Corps Reserve provides the initial and primary source of trained units and individuals for augmentation and reinforcement of the active forces when additional capability beyond that available in the regular component is required. For a detailed discussion of the Marine Corps Reserve, see Section B.3 of this chapter.

While the minimum structure of the active Marine Corps is specified by law, the manpower requirement to support that structure is not. Within current constraints, however, the manpower levels requested

in Fiscal Years 1980 and 1981 are significantly less than the wartime requirements. The requested levels are shown in the following table.

Marine Corps Manpower Requirement
(End Strength in Thousands)

	<u>FY 80</u>	<u>FY 81</u>
Active Military	189.0	189.0
Marine Corps Reserve	33.7	33.7
Civilian Personnel	19.6	19.5

Within these constrained resource levels, the active force structure is selectively manned so that combat capability is maximized. As a result, manning of the Support Activities is programmed at the absolute minimum level necessary to provide acceptable support to the combat forces and to manage the resources allocated by law. This minimum level is feasible because Fleet Marine Force units provide augmentation personnel who fulfill a significant portion of the Base Operating Support workload requirements. Additionally, the requirement for Individual Training manpower is reduced through on-the-job and field skill training programs which currently provide approximately 30 percent of Marine Corps initial skill training. Since such programs to reduce total manpower requirements are now used to their maximum potential, further reductions in these categories are not possible if readiness is to be maintained.

The manning of the Fleet Marine Force has also been constrained. The majority of units are manned at less than 100 percent of their wartime requirements, and selected units are reduced to zero manning. Unmanned units are not eliminated from the total structure requirement because they would be activated and manned in time of emergency.

2. Force Structure Changes

The Marine Corps continues to upgrade the capability of its Fleet Marine Forces and its reserve forces. Artillery support is being enhanced by the time-phased introduction of the 155mm howitzer in the direct support battalions of two divisions. Additional enhancements include the establishment of self-propelled general support artillery battalions within those divisions. The reorganization of combat service support units into force service support groups will continue, resulting in improved logistical support to the Fleet Marine Force. Anti-armor capabilities will be enhanced by increasing the manning of TOW and DRAGON anti-tank missile units.

3. Manpower Requirements Determination

Determination of the requirement for manpower focuses initially on the structure of the infantry battalion. Design of the infantry battalion begins with analysis of the capabilities that are essential to accomplish the missions and functions of the Marine Corps. Developing an infantry battalion structure to provide the required capabilities involves research on new weapons technology, equipment experiments, war games using manual and computer simulation techniques, field tests, and military judgment to validate organizational designs.

The infantry battalion structure and the number of such battalions, together with mission requirements, form the basis for determination of the type and quantity of other combat and combat support units that are required to form the Marine division. The objective is to integrate infantry, tank, artillery, reconnaissance, command and control, and combat service support capabilities to provide, along with air support, an amphibious force of combined arms.

Manpower requirements for aviation units of the Marine aircraft wing are established by evaluating the support which must be provided to the ground combat forces. Computer simulated war games, historical data, and military judgment have validated the number of sorties required daily to support an infantry battalion in combat. Each aircraft type has a specific sortie capability which, divided into the sortie requirement, determines the number of each type of aircraft required. The crew ratio (crews per aircraft in wartime) and the direct maintenance and ordnance support factors establish the manpower required to fly and maintain each aircraft. Considerations regarding the necessary span of control, the geographic distribution of supported forces, and the available assets establish the number of aircraft to be assigned to each squadron. The number of aircraft per squadron provides the basis for determining the additional command and control and support manpower required in each squadron. Squadrons are then task organized into Marine aircraft wings according to specific mission requirements.

The force service support groups of the Fleet Marine Force constitute a pool of specialized units, such as supply, maintenance, engineer, motor transport, and medical battalions, which are essential to the support of the division/wing teams.

Determination of the manpower requirement for Support Activities is more complex because of the great variety of activities performed, the many one-of-a-kind situations that exist, and the interdependence of the military, civilian, and contractor portions of the workforce. Specific details of the total force manpower requirements for Support Activities are contained in the discussion of the appropriate DPPC in Section C of this chapter.

The analysis and determination of manpower requirements are closely integrated with programs to improve workforce productivity. Total force manpower requirements of all organizations, combat and support, are critically examined on a regular cycle. This assures that the structure and related manpower requirements support the national strategy, and that the constrained manpower levels permit the Marine Corps to meet its assigned missions at an acceptable level of risk.

B. Significant Trends

1. Management Initiatives

The Marine Corps continues to emphasize military manpower management initiatives designed to enhance Fleet Marine Force readiness. These initiatives will achieve two major objectives: first, to reduce support and overhead manpower requirements, thereby increasing the manning of combat units within fiscally constrained manpower authorizations; and second, to enhance the quality, stability, and morale of the personnel assigned to the force structure.

Over the past three years, the Marine Corps has emphasized programs designed to enhance individual and unit quality. As a result, discipline and retention rates have improved, while attrition has been markedly reduced.

Achievement of the goals of the quality enhancement program - reduced attrition, improved performance, and increased retention - is reinforced by initiatives which will reduce personnel turbulence. Two major initiatives - unit deployment and a computer based assignment system - will continue to enhance stability for the individual Marine. This, in turn, will provide additional leadership and training continuity in units and will contribute to improved readiness.

The Marine Corps has implemented a long range unit deployment program designed to achieve and sustain uniform readiness and to reduce the organizational and individual turbulence associated with the twelve month dependent restricted tours in the Western Pacific. This program permits Marines to serve three-year tours in units homebased in CONUS/Hawaii. These units are deployed from their homebases for periods of approximately six months to meet a portion of the Western Pacific commitments, thus reducing overall requirements for individual twelve month rotational moves. The second and third phases of this program, scheduled for implementation in Fiscal Years 1979 and 1980 respectively, include ground and aviation unit deployments from CONUS to replace like units in the Western Pacific. The units replaced by such deployments will be reassigned to homebases in the United States. Upon full implementation, the unit deployment program will result in a major reduction in the requirement for individual replacements in the Western Pacific and will reduce personnel turbulence throughout the Marine Corps.

To support the unit deployment program and to further reduce turbulence, the Marine Corps is proceeding with the development of an assignment system based on computer generated recommendations which are designed to provide cost effective, equitable allocation of manpower resources among all units in the Fleet Marine Force. A simultaneous selection algorithm will maintain uniform readiness through an optimization procedure which reconciles requirements with assets in a manner consistent with approved manning policies.

Additionally, programs to enhance productivity will be coordinated by a Marine Corps Productivity Council to be established at Headquarters Marine Corps. This council will integrate ongoing efforts in the areas of work measurement, output standards development, worker motivation and resource management.

2. Military Manpower

a. General. Last year, the Marine Corps requested and was authorized a Fiscal Year 1979 end strength of 190,000. The request for Fiscal Year 1980 is 189,000. This decrease in end strength, which is made possible by reductions in the requirements for Transient and Trainee overhead manpower, will still permit programmed increases in the strength of the Tactical/Mobility Forces.

The Selected Marine Corps Reserve end strength authorization for Fiscal Year 1980 is 33,667. This strength supports the peacetime force structure requirements of the 4th Marine Division and the 4th Marine Aircraft Wing. The end strength also includes Reservists on Initial Active Duty for Training and full-time active duty for administration and training of the reserves.

b. Enlisted. Non-prior service enlisted recruiting attainment and goals are shown below.

Active Marine Corps Enlisted Recruiting Goals

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Plan	39,284	44,784	40,884
Actual	39,629	-	-

The Marine Corps exceeded the enlisted recruiting goal established for Fiscal Year 1978, but losses for personnel at the end of their obligated service were slightly greater than expected resulting in the Fiscal Year 1978 enlisted end strength being 99.7 percent of the authorized level of 172,948. Recruiting shortfalls have been experienced during the initial months of Fiscal Year 1979, however, those shortfalls are expected to be made up during the remaining months of the fiscal year.

In Fiscal Year 1978, all enlistments were for three years or more, with 68 percent for four or more years. For Fiscal Year 1979 and beyond, all enlistments will be for three or more years, with a goal of 70 percent for four or more years.

The Marine Corps continues to emphasize quality in enlisted accessions. High school graduates are the best source of manpower quality in terms of retention, trainability, and amenability to discipline. During Fiscal Year 1978, 77 percent of all non-prior service accessions were high school graduates, including 2 percent who fulfilled their educational requirements through general education development (GED) equivalency tests. The Marine Corps remains committed to a goal of 75 percent high school diploma graduates for non-prior service accessions in Fiscal Year 1979 and beyond.

The increased accession requirement in Fiscal Year 1979 results from the elimination of two year enlistments in Fiscal Year 1975. This action increased significantly the number of three year enlistees who entered service in Fiscal Year 1976 and who will have to be replaced during Fiscal Year 1979. The Fiscal Year 1980 accession requirements decline to reflect the combined impact of a lower end strength and the continued reduction of attrition occurring before normal expiration of active service.

Programmed recruiting goals for the Selected Marine Corps Reserve are as follows:

Marine Corps Reserve Enlisted Recruiting Goals
(Non-Prior Service)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Plan	8,200	7,625	8,000
Revised Plan	7,600	-	-
Actual	7,733	-	-

For Fiscal Year 1978, the Selected Marine Corps Reserve attained 99.7 percent of the authorized enlisted end strength of 30,212. Although non-prior service recruiting quotas were reduced and prior service accessions fell short of established goals, the authorized officer and enlisted end strength of 32,840 was nearly achieved. Significant improvements in the gain to loss ratio for Fiscal Year 1978, including a 36 percent 1st term reenlistment rate for non-prior service personnel, enabled the Selected Marine Corps Reserve to end Fiscal Year 1978 with a total paid strength of 32,695.

Accession criteria and quality goals for the Selected Marine Corps Reserve are the same as for the active force.

c. Officer. Active officer procurement objectives are shown in the following table.

Active Marine Corps Officer Procurement Goals

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Plan	1,850	2,003	1,900
Actual	1,873	-	-

Officer strength declines gradually from 18,300 in Fiscal Year 1979 to 18,100 in Fiscal Year 1980 to reflect reductions in support and overhead requirements. This reduction will permit retention of the most promising officers, maintain a normal promotion flow, provide the necessary leadership for combat forces and training programs, and support the requirement for rapid expansion in time of emergency.

Officer input into the Selected Marine Corps Reserve comes from officers who have completed their initial obligated active service of three years or more.

3. Marine Corps Reserve

The Selected Marine Corps Reserve is organized into the 4th Marine Division, 4th Marine Aircraft Wing, 4th Force Service Support Group, and appropriate combat support and combat service support elements to make up a division/wing team. The organizational structure of the reserve is designed to complement the active forces.

Upon mobilization, the Selected Marine Corps Reserve will either provide units to reinforce or augment the active force or will provide a balanced air-ground team from brigade to division/wing size for service with the fleet. Because of the limited size of the Selected Reserve, it is not possible to exercise both of these employment concepts simultaneously. The actual employment will depend on the situation existing during mobilization.

The wartime force structure requirement of the 4th Division/Wing team calls for about 44,000 Marines. Assuming no active force augmentation/reinforcement requirements, the force structure will be filled by 30,300 Selected Reservists (excludes 3,300 reservists at Initial Active Duty for Training who would not be available for assignment to units until completion of such training), 4,000 support personnel on active duty, and nearly 9,700 Individual Ready Reservists.

During Fiscal Year 1978, some low priority Selected Reserve units were reduced to zero manning, but were retained in the structure. The manning of high priority units will permit the mobilization of flying squadrons within seven days and selected ground combat units within thirty days. These new manning priorities, which more effectively support current mobilization planning, require a total paid end strength of 33,700.

The Marine Corps Individual Ready Reserve (IRR) pool consists of honorably discharged former active duty Marines who have a remaining statutory military obligation or have opted to extend their Ready Reserve contract. Members of the IRR may be recalled to active duty by the President in time of national emergency or when otherwise authorized by law. The strength of the Marine Corps IRR has decreased in recent years as a result of a combination of the following changes in the active force: elimination of the draft and the two year enlistment; increase in the percentage of four year enlistments; improvement in reenlistment rates; and reduction in the average annual accession requirement. The end Fiscal Year 1978 IRR strength was 40,748.

In order to increase the size of the IRR pool and maintain individuals in a rapid recall status, the Marine Corps has discontinued, as of 1 October 1978, the policy of automatically transferring individuals from the IRR to the Standby Reserve at the end of their fifth year of obligation. Henceforth, transfers will only be made upon request, in accordance with title 10, U.S. Code, 269. In addition, individuals with critical military skills will be retained in the IRR for their full period of obligated service. As a result of this policy change, IRR strength is projected to increase to approximately 55,000 by the end of Fiscal Year 1980.

The end Fiscal Year 1978 Standby Reserve strength was 20,655. However, the IRR policy change discussed above will cause a concomitant reduction in the strength of the Standby Reserve to approximately 4,000 at the end of Fiscal Year 1980. The Standby Reserve provides additional manpower to augment active and reserve structures in a national emergency declared by the Congress. The majority of personnel in the Marine Corps Standby Reserve are former active duty members in their sixth year of obligated service. If mobilized, Standby Reservists could require refresher training.

The Retired Reserve may be called to active duty by the Secretary of the Navy when other categories of reserves are insufficient in either numbers, grades, or skills to meet full mobilization requirements. Depending upon the time elapsed from last active duty, members of the Retired Reserve may need individual refresher training if mobilized.

4. Civilian Manpower

The Marine Corps uses civilians to meet the manpower requirements of Support Activities to the maximum practicable extent consistent with the need to use military personnel by reason of law, security, discipline, rotation, and operational readiness. The civilian workforce is closely integrated with military manpower to accomplish workload requirements. Accordingly, a reduction in civilian strength without a concomitant reduction in workload would require an offsetting increase in military manpower to maintain functional capabilities.

C. Marine Corps Manpower Requirements by Defense Planning and Programming Category (DPPC)

The following tables display, by DPPC, the actual Marine Corps manpower distribution for Fiscal Year 1978 and manpower requirements for Fiscal Years 1979 to 1980. It should be noted that beginning in Fiscal Year 1980, Selected Reserve numbers throughout this chapter include reservists on full-time active duty for administration and training of the reserves.

MARINE CORPS ACTIVE MILITARY MANPOWER REQUIREMENTS
(End Strength in Thousands)

	FY 1978 <u>Actual</u>	FY 1979 <u>FY 1980</u>	FY 1980 <u>Budget</u>
<u>Strategic</u>	*	*	*
Offensive Strategic Forces	-	-	-
Defensive Strategic Forces	-	-	-
Strategic Control and Surveillance	*	*	*
<u>Tactical/Mobility</u>	<u>113.0</u>	<u>112.0</u>	<u>113.0</u>
Land Forces	84.1	84.0	85.2
Tactical Air Forces	28.3	27.3	27.2
Naval Forces	0.6	0.6	0.6
Mobility Forces	-	-	-
<u>Auxiliary Activities</u>	<u>1.6</u>	<u>1.6</u>	<u>1.6</u>
Intelligence	0.7	0.7	0.7
Centrally Managed Communications	*	*	*
Research and Development Activities	0.8	0.8	0.8
Geophysical Activities	*	*	*
<u>Support Activities</u>	<u>43.8</u>	<u>41.5</u>	<u>41.8</u>
Base Operating Support	21.7	19.9	19.8
Medical Support	-	-	-
Personnel Support	4.4	4.2	4.2
Individual Training	7.9	7.6	7.9
Force Support Training	2.6	2.7	2.7
Central Logistics	0.7	0.8	0.8
Centralized Support Activities	2.9	2.7	2.7
Management Headquarters	2.4	2.3	2.3
Federal Agency Support	1.2	1.3	1.3
<u>Subtotal-Force Structure Allowance</u>	<u>158.4</u>	<u>155.2</u>	<u>156.4</u>
<u>Individuals</u>	<u>32.4</u>	<u>34.8</u>	<u>32.6</u>
Transients	7.7	7.9	7.4
Patients, Prisoners, and Holdees	1.6	1.8	1.7
Students, Trainees	23.0	25.2	23.5
Cadets	-	-	-
<u>Total</u>	<u>190.8</u>	<u>190.0</u>	<u>189.0</u>

Note: Detail may not add to totals due to rounding.

* Fewer than 50 spaces.

MARINE CORPS SELECTED RESERVE MANPOWER REQUIREMENTS
(End Strength in Thousands)

	<u>FY 1978 Actual</u>	<u>FY 1979 FY 1980</u>	<u>FY 1980 Budget</u>
<u>Strategic</u>	-	-	-
Offensive Strategic Forces	-	-	-
Defensive Strategic Forces	-	-	-
Strategic Control and Surveillance	-	-	-
<u>Tactical/Mobility</u>	<u>29.1</u>	<u>30.2</u>	<u>30.3</u>
Land Forces	21.4	21.8	21.9
Tactical Air Forces	7.7	8.4	8.4
Naval Forces	-	-	-
Mobility Forces	-	-	-
<u>Auxiliary Activities</u>	-	-	-
Intelligence	-	-	-
Centrally Managed Communications	-	-	-
Research and Development Activities	-	-	-
Geophysical Activities	-	-	-
<u>Support Activities</u>	-	-	<u>0.1</u>
Base Operating Support	-	-	-
Medical Support	-	-	-
Personnel Support	-	-	-
Individual Training	-	-	-
Force Support Training	-	-	-
Central Logistics	-	-	-
Centralized Support Activities	-	-	<u>0.1</u>
Management Headquarters	-	-	-
Federal Agency Support	-	-	-
<u>Subtotal-Force Structure Allowance</u>	<u>29.1</u>	<u>30.2</u>	<u>30.4</u>
<u>Individuals</u>	<u>3.6</u>	<u>3.3</u>	<u>3.3</u>
Transients	-	-	-
Patients, Prisoners, and Holdees	-	-	-
Students, Trainees	3.6	3.3	3.3
Cadets	-	-	-
<u>Total</u>	<u>32.7</u>	<u>33.5</u>	<u>33.7</u>

Note: Detail may not add to totals due to rounding.

MARINE CORPS CIVILIAN MANPOWER REQUIREMENTS
 (Direct and Indirect Hire End Strength in Thousands)

	<u>FY 1978 Actual</u>	<u>FY 1979 FY 1980 Budget</u>	<u>FY 1980 Budget</u>
<u>Strategic</u>	—	—	—
Offensive Strategic Forces	—	—	—
Defensive Strategic Forces	—	—	—
Strategic Control and Surveillance	—	—	—
<u>Tactical/Mobility</u>	—	—	—
Land Forces	—	—	—
Tactical Air Forces	—	—	—
Naval Forces	—	—	—
Mobility Forces	—	—	—
<u>Auxiliary Activities</u>	—	—	—
Intelligence	—	—	—
Centrally Managed Communications	—	—	—
Research and Development Activities	—	—	—
Geophysical Activities	—	—	—
<u>Support Activities</u>	19.4	19.7	19.6
Base Operating Support	14.4	14.6	14.5
Medical Support	—	—	—
Personnel Support	0.2	0.2	0.2
Individual Training	0.2	0.2	0.2
Force Support Training	*	*	*
Central Logistics	2.7	2.7	2.7
Centralized Support Activities	1.3	1.3	1.3
Management Headquarters	0.6	0.6	0.6
Federal Agency Support	—	—	—
<u>Total</u>	19.4	19.7	19.6

Note: Detail may not add to totals due to rounding.

* Fewer than 50 spaces.

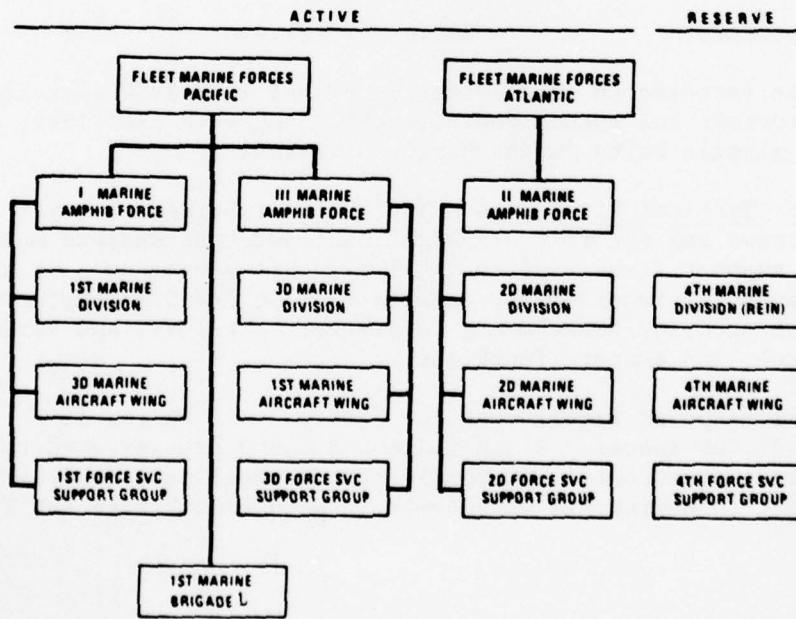
1. Tactical/Mobility Forces

Marine Corps Tactical/Mobility Forces include Land Forces and Tactical Air Forces, which together comprise the Fleet Marine Force, and Naval Forces. Almost 113,000 Marines (60 percent of the Corps) will be assigned to this category in Fiscal Year 1980. Tactical/Mobility units are all deployable and intended to operate in the combat theater. Only military personnel are included in these units.

The Fleet Marine Force provides the ground and aviation combat elements of three active combined arms teams called Marine Amphibious Forces (MAF). Each MAF normally consists of a Headquarters element, a Marine division, a Marine aircraft wing, a force service support group, and selected combat support units. At programmed active strength, the Marine Corps will have sufficient trained personnel to commit two active Marine Amphibious Forces immediately to major combat operations to include amphibious assaults against well-defended positions. Elements of the third active MAF could be used as reinforcement to provide assistance to allies or in a sub-theater operation, but would require some reinforcement before being ready for a major combat operation. For deployment to combat as an entity, the fourth division/wing team from the Selected Marine Corps Reserve would have to be mobilized, brought to wartime strength, and trained before being ready for a major combat operation.

The organization of the Fleet Marine Force is depicted in the following diagram:

THE FLEET MARINE FORCES



1/ COMPOSED OF UNITS FROM 3D MARINE DIVISION, 1ST MARINE AIRCRAFT WING, AND 3D FORCE SERVICE SUPPORT GROUP.

The Fleet Marine Force is a ready, versatile organization, capable of conducting amphibious and land combat operations. It is organized into balanced Marine air/ground teams which may be deployed rapidly by sea or airlift. This combined arms integration generates combat power greater than the sum of the individual components. The Fleet Marine Force has the full capability of task organizing separately deployable Marine air-ground task forces of various sizes below the Marine Amphibious Force level.

The Selected Marine Corps Reserve is organized into a division/wing team. With the exception of those reserve personnel undergoing Initial Active Duty for Training, the entire Selected Reserve contributes to Tactical/Mobility Forces.

a. Land Forces. Land Forces include the four Marine divisions and their supporting force service support groups. Additionally, this category includes helicopter, observation, and air defense units from the Marine aircraft wings, as well as Reserve component support. The following table displays Land Forces for Fiscal Years 1978-1980.

Marine Corps Land Forces Manpower
(End Strength in Thousands)

<u>Military</u>	<u>FY 78 (Plan)</u>	<u>FY 78 (Actual)</u>	<u>FY 79</u>	<u>FY 80</u>
Active	84.1	84.1	84.0	85.2
Reserve Components	21.7	21.4	21.8	21.9

The increase in Land Forces in Fiscal Year 1980 will support programmed structure and authorized strength changes in artillery, tank, and anti-tank missile units in the Marine divisions.

b. Tactical Air Forces. Tactical Air Forces manpower includes air crews and aircraft organizational and intermediate maintenance personnel who support fixed wing tactical aircraft squadrons. It also includes the manpower requirements associated with Reserve component support, Marine security detachments on aircraft carriers, and various command, control, and support functions.

The manpower requirement for Tactical Air Forces is approximately 27,000 spaces. Of this amount, 9,900 are assigned to tactical aircraft squadrons. The remaining personnel provide direct and indirect support to Marine air wing units in both Land Forces and Tactical Air Forces.

The Tactical Air Forces manpower requirement is as follows:

Marine Corps Tactical Air Forces Manpower
(End Strength in Thousands)

	<u>FY 78</u> (<u>Plan</u>)	<u>FY 78</u> (<u>Actual</u>)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>				
Active	27.4	28.3	27.3	27.2
Reserve Components	7.8	7.7	8.4	8.4

Actual strength in Tactical Air Forces exceeded the planned level in Fiscal Year 1978. This variance occurred as a result of a combination of temporary over-staffing of selected units, increased output from aviation technical skill training, and reduced attrition.

In Fiscal Year 1979, Tactical Air Forces decline in reflection of minor adjustments to squadron tables of organization and associated authorized strengths. The planned change in Fiscal Year 1980 results from a reduction in the number of A-6 aircraft per squadron and a change in the squadron mix of attack aircraft. The active manpower program for Fiscal Year 1980 will support 30 fixed wing tactical aircraft squadrons and will provide adequate manning of the related functions. The reserve manpower program will support 9 fixed wing tactical aircraft squadrons with appropriate air control, maintenance, and expeditionary support.

c. Naval Forces. The Marine Corps request for Naval Forces includes personnel assigned to ships' detachments (except those assigned to aircraft carriers which are included in Tactical Air Forces), security detachments aboard submarine tenders, and Marine Corps staff billets for naval amphibious commands and ships. The Marine Corps furnishes Naval Forces personnel in accordance with the mission, embodied in law, to provide security on major Navy vessels.

Marine Corps Naval Forces Manpower
(End Strength in Thousands)

	<u>FY 78</u> (<u>Plan</u>)	<u>FY 78</u> (<u>Actual</u>)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>				
Active	0.6	0.6	0.6	0.6

2. Auxiliary Activities

The Marine Corps program for active military manpower in the Auxiliary Activities category totals approximately 1,600 military personnel, most of whom are in either Intelligence or Research and Development. The Marine Corps has no reserve or civilian manpower in the Auxiliary Activities category.

a. Intelligence. The manpower in the Intelligence category is used primarily to assist the Navy in manning and providing security for cryptologic facilities. The manpower program also provides for a small number of personnel (less than 50) who provide Marine Corps representation at Naval intelligence centers. The following table displays Marine Intelligence manpower.

Marine Corps Intelligence Manpower
(End Strength in Thousands)

	<u>FY 78</u> (<u>Plan</u>)	<u>FY 78</u> (<u>Actual</u>)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>				
Active	0.7	0.7	0.7	0.7

The Marine Corps contribution to the Intelligence function represents an effort to use cryptologic personnel in peacetime in a manner which will allow them to receive valuable training and experience through work in their occupational specialty. Under wartime conditions approximately one-third of these Marines would be returned to duty with the Fleet Marine Forces, remaining in the same type of billet, but contributing directly to the support of a deployed Marine Amphibious Force.

b. Research and Development. Marine Corps participation in Research and Development activities is small and remains essentially constant throughout the period.

Marine Corps Research and Development Manpower
(End Strength in Thousands)

	<u>FY 78</u> (<u>Plan</u>)	<u>FY 78</u> (<u>Actual</u>)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>				
Active	0.8	0.8	0.8	0.8

Most of the Marines who perform this function are assigned to the Development Center of the Marine Corps Development and Education Command located at the Marine Corps Base, Quantico, Virginia. A significant subordinate organization of the Development Center, the Marine Corps Tactical Systems Support Activity (MCTSSA), is a tenant activity at the Marine Corps Base, Camp Pendleton, California. Marine Corps research and development efforts include the development of the organization, doctrine, tactics, techniques, equipment, and weapons for employment by the Fleet Marine Force. Primary emphasis is placed on efforts in support of the landing force in amphibious operations. All development activity is closely coordinated with the other services to avoid duplication. Marines assigned to Research and Development activities conduct studies which identify required operational capabilities, manage material development projects designed to satisfy requirements, and conduct and coordinate developmental and operational test and evaluation of all systems intended for procurement and deployment. Additionally, they review and revise Marine Corps doctrinal publications. Some Marines are also assigned in a liaison capacity to developmental activities of the other services. The manpower requirement is workload derived.

c. Other Auxiliary Forces. In Fiscal Year 1980, fewer than 50 Marines will be assigned to the remaining Auxiliary Forces categories. The Marines in the Centrally Managed Communications category support the Military Affiliate Radio System and the Defense Communications Agency. The Marines in the Geophysical Activities category are assigned to the Defense Mapping Agency as instructors in schools attended by Marines.

3. Support Activities

a. Base Operating Support

The following table displays the total manpower request for this category and provides detail regarding the sub-categories of Combat Installations and Support Installations.

Marine Corps Base Operating Support
(End Strength in Thousands)

	Total of Sub-categories			
	FY 78 (Plan)	FY 78 (Actual)	FY 79	FY 80
<u>Military</u>				
Active	20.0	21.7	19.9	19.8
<u>Civilian</u>	14.4	14.4	14.6	14.5

Combat Installations

<u>Military</u>				
Active	15.7	16.2	15.6	15.6
<u>Civilian</u>	10.2	10.1	10.3	10.3

Support Installations

<u>Military</u>				
Active	4.3	5.5	4.3	4.3
<u>Civilian</u>	4.3	4.3	4.3	4.3

In the Base Operating Support-Combat Installations sub-category, the active military request declines slightly in Fiscal Year 1979 and Fiscal Year 1980. The civilian request in this sub-category increases in Fiscal Year 1979 as a result of the Makiminato functional transfer from the Army that was reported last year.

The significant variance that exists in the active military numbers for Fiscal Year 1978 between planned and actual end strengths results primarily from the requirement to provide on-the-job skill training. Since a large number of recruits enter the initial skill training pipeline during the prime summer recruiting months, a portion of those training requirements are tasked to Marine Corps bases. Such personnel will be used as replacements in base or with colocated Fleet Marine Force units upon completion of their training.

Base Operating Support manpower constitutes an essential adjunct to Fleet Marine Force readiness by providing the administration, operation, and maintenance of the base structure in which combat forces are housed, supported, supplied, and trained. Manpower in the Base Operating Support-Combat Installations sub-category is assigned to operate the installations at which Fleet Marine Forces are based. The Support Installations sub-category includes manpower assigned to support logistic and training bases.

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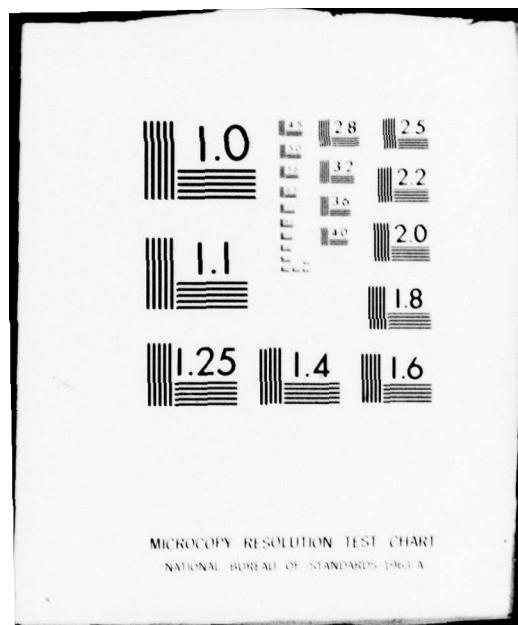
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The Marine Corps determines manpower requirements for Base Operating Support-Combat Installations using a fixed/variable support concept. Only the fixed portion is presently included in the Base Operating Support manpower request. The fixed portion consists of the functions and services which are required because of the existence of the base, apart from the Fleet Marine Force units that are located there. Examples of these functions are road maintenance and repair, utilities operations, and sewage disposal. The variable support portion of the manpower requirement results directly from the presence of the tenant units. To the extent feasible, the tenant unit provides augmentation to the base under agreements worked out by local commanders and monitored and approved by Headquarters Marine Corps. Since the augmentation manpower is part of the tenant unit and will train and deploy with that unit, it is counted in the Tactical/Mobility Forces. This system, which enables a percentage of the Marines assigned to augmentation duties to maintain their military skills in a garrison status prior to deployment, significantly reduces the manpower assigned to Base Operating Support-Combat Installations. It does, of course, correspondingly reduce the number of personnel available to Fleet Marine Force units for routine training.

The Base Operating Support-Combat Installations sub-category also includes Marines assigned to security duties with Marine barracks located at major Navy bases throughout the world. Personnel are provided for security guard posts based on the number of hours that each post is required to be manned per week. Supervisory, supply, mess, and administrative personnel are provided based on the number of guards in that unit, and to meet other assigned responsibilities.

The determination of manpower requirements for Base Operating Support-Support Installations is based on an analysis of the functional and workload requirements of bases in this sub-category. Since such bases do not support Fleet Marine Force tenant units, computation of the variable support element is excluded.

The Marine Corps constantly reviews the requirement for Base Operating Support manpower at all combat and support installations. A full-scale, on-site manpower survey is conducted at each installation at least once every three years and authorized strengths are reviewed annually. Organizations, functions performed, and services provided are evaluated to ensure that the approved manpower, grade, and skill levels are appropriate. Once the functions to be performed are determined and a work measurement system devised, staffing becomes a matter of deciding the level of support or service that will be furnished. Manpower survey efforts have resulted in a streamlining of support organizations by consolidating duplicative functions, correcting staffing inequities, and eliminating dual staffing requirements. Since 1974, survey action has resulted in the elimination of 1,581 military and 710 civilian positions, thereby releasing manpower resources for reallocation into areas of more critical need or for satisfaction of directed Base Operating Support reductions.

b. Personnel Support. Manpower requirements in this category are:

Marine Corps Personnel Support Manpower
(End Strength in Thousands)

<u>Military</u>	<u>FY 78 (Plan)</u>	<u>FY 78 (Actual)</u>	<u>FY 79</u>	<u>FY 80</u>
Active	4.2	4.4	4.2	4.2
Civilian	0.2	0.2	0.2	0.2

Marine Corps requirements in this category include recruiting and examining services, support to disciplinary commands, and other personnel support. At the end of Fiscal Year 1978, temporary over-staffing existed at several personnel support activities.

c. Individual Training

Marine Corps Individual Training Manpower
(End Strength in Thousands)

<u>Military</u>	<u>FY 78 (Plan)</u>	<u>FY 78 (Actual)</u>	<u>FY 79</u>	<u>FY 80</u>
Active	7.9	7.9	7.6	7.9
Civilian	0.3	0.2	0.2	0.2

Individual Training manpower is required to conduct the formal military and technical training, and the professional education of Marine Corps personnel. To the extent that such training can be conducted through alternative on-the-job and field skill methods, the Individual Training manpower requirement is reduced. During Fiscal Year 1979, approximately 30 percent of those Marines undergoing initial skill training will be trained through such alternative methods. This percentage will decrease slightly in Fiscal Year 1980.

The Individual Training manpower changes are the net result of a number of actions. During Fiscal Year 1979, the request reflects improvement in the staff-to-student ratio in recruit, officer acquisition, and specialized skill training programs, and other changes which reduce training manpower requirements. In order to correct identified deficiencies in the specialized skill training program, the Fiscal Year 1980 request includes an increase of 395 military spaces. These personnel will provide formal training to approximately 5,200 trainees in infantry, mountain warfare, and amphibian tractor crewman skill areas. This increased requirement is partially offset by reductions in other training categories.

A detailed justification of training requirements is contained in the Fiscal Year 1980 Military Manpower Training Report.

d. Force Support Training. Force Support Training units train recently designated aviators and flight officers in combat aircraft prior to their assignment to operational squadrons, and provide standardized training to other aviation personnel. In addition, designated units within the Marine air training group are tasked with providing wartime interceptor support for the Continental Air Defense Command. The manpower program is based on the projected student load and the necessity to provide instructors, maintain aircraft, and perform the air defense mission.

This category also includes the manpower to support the Marine Corps Institute which provides military skill training to individual Marines through correspondence courses. The following table summarizes the manpower requirement for the Force Support Training mission.

Marine Corps Force Support Training Manpower
(End Strength in Thousands)

	<u>FY 78</u> (<u>Plan</u>)	<u>FY 78</u> (<u>Actual</u>)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>				
Active	2.7	2.6	2.7	2.7
<u>Civilian</u>	*	*	*	*

* Fewer than 50 spaces.

Actual strength in Force Support Training was slightly below the planned level at the end of Fiscal Year 1978. This variance was created by staffing imbalances in the aviation technical training skills.

e. Central Logistics. The Central Logistics manpower displayed below is required for the conduct of centrally managed supply, maintenance, and logistic support activities. These activities procure materiel, maintain a centralized inventory control, perform depot level maintenance, and provide other logistic support services. A constant military strength is programmed for Fiscal Years 1979 and 1980.

Marine Corps Central Logistics Manpower
(End Strength in Thousands)

	<u>FY 78</u> (<u>Plan</u>)	<u>FY 78</u> (<u>Actual</u>)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>				
Active	0.8	0.7	0.8	0.8
<u>Civilian</u>	2.7	2.7	2.7	2.7

f. Centralized Support Activities

Marine Corps Centralized Support Activities Manpower
(End Strength in Thousands)

<u>Military</u>	<u>FY 78 (Plan)</u>	<u>FY 78 (Actual)</u>	<u>FY 79</u>	<u>FY 80</u>
Active Reserve Components	2.7 -	2.9 -	2.7 0.1	2.7 0.1
<u>Civilian</u>	1.3	1.3	1.3	1.3

The Marines in this category provide centralized support for non-management headquarters activities. They serve in such diversified areas as United Nations truce teams, audit and judiciary activity support, Marine membership on naval disability review boards, public affairs activities, family assistance activities, and Marine Corps support to OSD and JCS. Also included are: the Marine Corps Personnel Support Activity, which administers all active and reserve Marine Corps personnel records; the Marine Corps Automated Services Center, which maintains the automated Marine Corps Manpower Management System; and the Marine Corps Finance Center, which administers the JUMPS system for the Marine Corps.

g. Management Headquarters. The following table displays the manpower requirement in the Management Headquarters category.

Marine Corps Management Headquarters Manpower
(End Strength in Thousands)

<u>Military</u>	<u>FY 78 (Plan)</u>	<u>FY 78 (Actual)</u>	<u>FY 79</u>	<u>FY 80</u>
Active	2.3	2.4	2.3	2.3
<u>Civilian</u>	0.6	0.6	0.6	0.6

The manpower requirement of this function is associated with four sub-categories of Management Headquarters. Marines serving at NATO, NORAD, and U.S. Forces Korea headquarters activities are categorized under International Military Organizations. Marines assigned to Unified Commands are also so categorized. The Service Support-Combat Commands sub-category includes the Fleet Marine Force and major U.S. Navy operational command headquarters. Manpower requirements for Marine Corps and Navy departmental headquarters and service administrative headquarters are categorized under Service Support-Service Commands.

All of the sub-categories of Management Headquarters include requirements external to the Marine Corps. Marines assigned to those requirements perform two important functions. First, they provide readily available expertise on amphibious warfare matters. Second, they provide a channel through which the Marine Corps is kept current on contingency planning alternatives and through which external staffs are kept aware of current Fleet Marine Force capabilities and limitations.

h. Federal Agency Support. The following table displays Marine Corps manpower committed to Federal Agency Support.

Marine Corps Federal Agency Support Manpower
(End Strength in Thousands)

	<u>FY 78</u> (<u>Plan</u>)	<u>FY 78</u> (<u>Actual</u>)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u> Active	1.3	1.2	1.3	1.3

Federal Agency Support manpower consists almost exclusively of the Marine Corps Security Guard Battalion, which furnishes embassy guards around the world for the Department of State.

4. Individuals

The following table displays the manpower authorizations requested for the Individuals accounts.

Marine Corps Individuals Manpower
(End Strength in Thousands)

	<u>FY 78</u> (<u>Plan</u>)	<u>FY 78</u> (<u>Actual</u>)	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>				
Active				
Transients	8.5	7.7	7.9	7.4
Patients/Prisoners/Holdees	2.5	1.6	1.8	1.7
Trainees/Students	<u>24.9</u>	<u>23.0</u>	<u>25.2</u>	<u>23.5</u>
Total	35.9	32.4	34.8	32.6
Reserve Components				
Trainees/Students	3.3	3.6	3.3	3.3

The strengths shown in the Individuals accounts are estimates of the number of personnel who will be in a Transient, Trainee/Student, or Patient/Prisoner/Holdee status at the end of a fiscal year. These estimates are based partly on historical data and partly on current and projected manpower plans and policies. The Individuals accounts are as necessary as the force structure spaces, and shortages in authorizations for these accounts will result in strength reductions in the combat or support forces.

The Marine Corps continues to experience a decline in its Patient/Prisoner/Holdee population. This decrease is attributed to three major factors: the expeditious discharge program initiated in Fiscal Year 1976 which provided for the early discharge of marginal and sub-standard performers who normally comprised a large segment of the Holdee and Prisoner populations; the emphasis on quality standards in recruiting that has improved discipline, morale, and effectiveness throughout the Marine Corps; and, a significant reduction in the number of personnel awaiting separation.

Transient requirements continue to decline as a result of the unit deployment program and other turbulence reduction initiatives. The variance between the Fiscal Year 1978 actuals and the Fiscal Year 1979 program is caused by the significant increase in both accessions and separations experienced in Fiscal Year 1979. A comparison of the Fiscal Year 1978 actuals with the Fiscal Year 1980 program, however, provides a clear indication of the impact of the turbulence reduction measures since comparable numbers of accessions and separations occur in those years.

The Trainee/Student request reflects the impact of the increased accession requirements in Fiscal Year 1979. However, the programmed increase in specialized skill training during Fiscal Year 1980 will be more than offset by the reduced training loads associated with the decline in total accession requirements.

CHAPTER XII

AIR FORCE MANPOWER REQUIREMENTS

A. Introduction

1. Summary and Highlights

This chapter describes Air Force military and civilian manpower levels for both active and reserve forces which are requested for fiscal years 1980 and 1981. This request is summarized in the following table.

Air Force Manpower Requirements
(End Strength in Thousands)

	<u>FY 80</u>	<u>FY 81</u>
<u>Military</u>		
Active	559.0	559.0
Reserve Components		
ANGUS	93.5	97.5
USAFR	57.2	59.1
<u>Civilian</u>	241.4	240.2

The Air Force manpower program requested for FY 1980 and FY 1981 reflects continued application of the Total Force Policy to accomplish assigned missions. While total active military and civilian manpower continues to decline, the Air Reserve Force reflects an increasing share of total Air Force capability. The Air Force is continuing to search out and implement management initiatives to increase Air Force readiness, improve the utilization of available manpower, and organize and operate its forces for effective, efficient mission accomplishment.

2. Major Force Structure Changes

The mission and associated force structure of the Air Force are the primary indicators of resource requirements. Consequently, the size and composition of the force structure to be supported provide the underlying base for the majority of manpower requirements. From a manpower requirements standpoint, the most important force structure characteristics are the numbers and types of aircraft, missiles, and other systems authorized.

The Air Force continues toward its goal of modernizing and fully equipping its 26 active tactical fighter wings and modernizing the Air Reserve Force tactical fighter force. Increased equipage and force modernization result in 102 additional active tactical fighter aircraft -- including the first F-16 tactical fighter wing -- in FY 1980. Concurrently, a net increase of 30 tactical fighters are added to the Air Reserve Forces, including 36 additional A-10s in the Air National Guard, as part of the Air Force's program to modernize and upgrade Air Reserve Force tactical fighter aircraft. The Air Force is also continuing its incremental increase of AWACS aircraft with the addition of two in FY 1980. Forty-eight "stretch" C-141B aircraft -- the first increment of C-141s to be modified -- are also planned in FY 1980. Also significant is the continued implementation of the Joint Surveillance System of joint use USAF/FAA radars. Featuring interagency cooperation, the phased implementation of this system will free military and civilian manpower to meet other USAF requirements.

3. Manpower Requirements Determination

One of the most important aspects of manpower management is accurate requirements determination. Overall manpower requirements are not determined independently but flow from the basic factors which control force levels -- the missions the Air Force is expected to perform and the funding levels which determine the resources available for carrying out those missions. Consideration of these factors leads to the decisions which shape Air Force forces which in turn must be deployed, operated, maintained, and updated with advances in technology. Annual application of manpower standards and guides to the resultant workload associated with this force structure determines the numbers and skills of people needed to support it.

a. Air Force Management Engineering Program. The Air Force manpower requirements determination effort is centered on the Management Engineering Program (MEP). Using contemporary industrial engineering techniques, objective statements of manpower required to accomplish specific jobs are developed. This program has progressively improved and increased its credibility through experience gained over the years and through constant refinement of methodology.

The program is operated by specially qualified and trained personnel assigned to about 140 active force major command and Reserve component Management Engineering Teams (METs) located at bases throughout the Air Force and eleven Functional Management Engineering Teams (FMETs). These teams are the heart of the Air Force effort in developing manpower standards and serve the field commanders through accomplishment of management advisory studies.

The major command METs administer the program at base level under direction of their respective major command manpower and organization staffs. These METs conduct studies which address functions

peculiar to their command, or to a base within their command, and provide inputs to support Air Force-wide studies conducted by the FMETs. The Air National Guard and Air Force Reserve METs develop standards in those functions where active force standards are inappropriate.

The FMETs, which are assigned to the Air Force Management Engineering Agency (AFMEA), are dedicated to supporting the manpower management needs of large Air Force-wide functional areas. In this role, the FMETs develop Air Force-wide manpower standards, review and approve command-unique manpower standards, and improve work force utilization. These activities are accomplished for comptroller, data automation, engineering and services, intelligence and special investigations, maintenance and supply, medical, munitions, personnel, security police, special staff, and transportation functions. These 11 functional areas account for over 70% of the Air Force manpower resources.

AFMEA's primary mission is to direct and supervise standards development and the management advisory efforts of its functional teams and to provide centralized control and common direction for executing the entire Air Force Management Engineering Program. The HQ USAF Directorate of Manpower and Organization is responsible for overall manpower requirements determination policy.

b. Manpower Standards. Standards are quantitative expressions of manpower required to perform work at varying levels of workload. There are two types of manpower standards--engineered and statistical. The more precise engineered standards are developed through a structured process employing industrial engineering methods such as work sampling and time study to accomplish on-the-spot work measurement. Developed to precise technical specifications, engineered standards must satisfy predetermined degrees of accuracy and reliability. Statistical manpower standards, on the other hand, are customarily derived by using such engineering techniques as on-site, detailed interviews and statistical analyses of existing historical workloads and empirical data.

c. Manpower Guides. While over 60% of the current Air Force manpower requirements are determined by manpower standards, the remaining Air Force requirements are based on manpower guides. Manpower guides are also quantitative expressions of manpower; however, they are less structured than standards and are based on staff estimates, manpower surveys, and contractor estimates rather than classical work measurement techniques. Guides are preferred where standards development is not practical or feasible -- for example, when there is a lack of experience with new systems or when standards would be short lived due to a system or activity approaching phase-out.

d. Application. Application of manpower standards and guides provides an accurate, objective, and consistent basis to forecast future manpower requirements based on projected workloads. When mission or force adjustments cause workload change, this system assures that manpower will also be revised in accordance with the changed mission or force level.

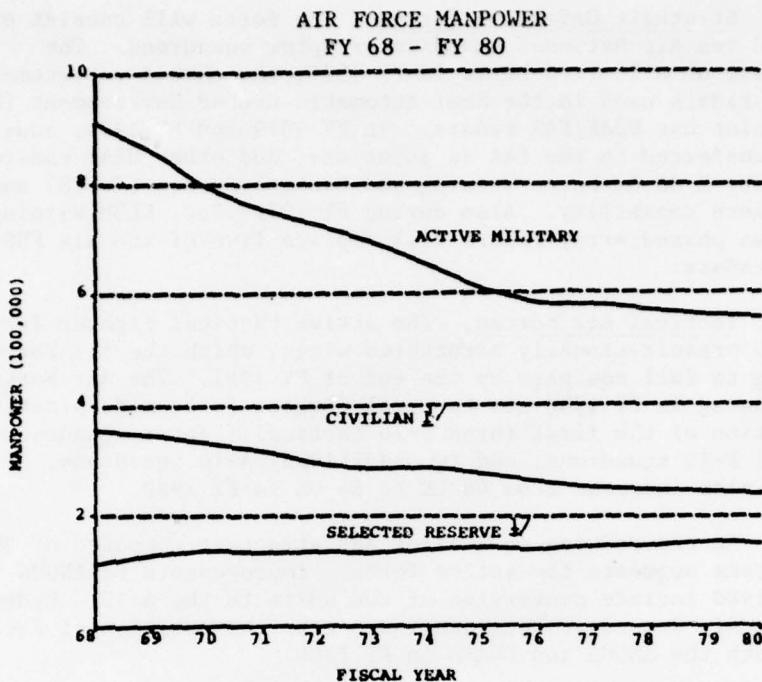
e. Wartime Manpower Requirements. The Air Force annually develops the Total Force manpower required to support the national strategy using a regularized manpower determination process. The process begins with the guidance from the Secretary of Defense and documents the wartime use of the total manpower program in meeting the deployed, strategic, and CONUS sustaining force requirements. When all requirements have been identified, the Air Force compares the total manning requirement with the authorized manpower and determines any mismatch in functional needs so that appropriate adjustments can be programmed.

Successive iterations have improved the process and have helped provide useful manpower management data. The data have identified wartime manpower shortfalls in combat and support activities, influenced decisions concerning manpower resource realignments, and provided information for evaluating contract proposals. The Air Force is also using such techniques as the Logistics Composite Model (LCOM) and sortie surge tests of our aircraft to evaluate and validate wartime manpower requirements.

The Air Force has made substantial progress in documenting the Total Force wartime manpower required to support the national strategy, and efforts are continuing to further refine methodology and data content. The goal of the Air Force is to improve readiness by insuring adequate military and civilian manpower by skill, the most effective mix between active and reserve components, and the proper balance between combat and combat sustaining forces.

B. Significant Trends

As shown in the following chart, the Air Force has absorbed substantial active military and civilian manpower reductions since the peak Southeast Asia years. The reductions from FY 1968 to FY 1973 reflect the Southeast Asia drawdown. However, since FY 1973--when Air Force active strengths were already more than 200,000 below pre-Southeast Asia levels--Air Force strengths have continued to decline to the point where active manpower levels are nearly 70,000 below FY 1950 levels. Notwithstanding these active force manpower decreases, the reserve force manpower levels are gradually rising as the Air Force increases its reliance on the Reserve components.



1/ ARF dual status technicians are included in both civilian and Selected Reserve end strength data.

1. Forces

The size of the aircraft force structure has decreased significantly since FY 1964. This decrease has been accompanied by qualitative improvements in the remaining aircraft. The Air Force has also adjusted the mix of active and Reserve component aircraft and associated manpower. Active forces provide deterrence, maintain forward deployments, and establish a rotation base to support these deployments. Reserve forces augment the active forces for selected contingencies and for full mobilization. The Air National Guard and Air Force Reserve are fully integrated into the total force. This is evident by the equipage of the Air Reserve Force (ARF) components with first-line aircraft--F-4s, A-7s, RF-4s, C-130s, F-106s, and KC-135s--and, beginning in FY 1979, the Air National Guard will be equipped, concurrently with active units, with production line A-10s.

Significant elements of the Air Force force structure in FY 1980 include:

a. Strategic Offensive Forces. B-52 and FB-111 bomber forces remain at 316 UE and 60 UE respectively. KC-135 aircraft will remain at 615 UE. Minuteman and Titan II missiles continue at 1000 UE and 54 UE, respectively.

b. Strategic Defensive Forces. The force will consist of six active and ten Air National Guard interceptor squadrons. The Air Force began, on a limited basis in FY 1978, the phased replacement of long range radars used in the Semi-Automatic Ground Environment (SAGE) system with joint use USAF/FAA radars. In FY 1979 and FY 1980, additional radars are transferred to the FAA as joint use, and other USAF radars are eliminated. The E-3A Airborne Warning and Control System (AWACS) augments this surveillance capability. Also during FY 1979-1980, SLBM warning is upgraded as two phased array radars will replace five of the six FSS-7 conventional radars.

c. Tactical Air Forces. The active tactical fighter force consists of 26 organizationally structured wings, which the Air Force plans to bring to full equipage by the end of FY 1981. The Air Force is also continuing in FY 1980 its tactical fighter force modernization with the addition of the first three F-16 tactical fighter squadrons, two additional F-15 squadrons, and two additional A-10 squadrons. F-4G equipage will also increase from 48 UE to 84 UE in FY 1980.

An eleven wing equivalent ARF structure composed of 39 fighter squadrons augments the active force. Improvements to ANGUS forces in FY 1980 include conversion of two units to the A-10. Modernization of the Air Reserve Forces continues with the addition of F-4 aircraft to both the ANGUS and USAFR in FY 1980.

Other changes programmed in the tactical aircraft force structure in FY 1980 include an increase in E-3A Airborne Warning and Control System (AWACS) aircraft to 20 UE, providing a significant command and control capability.

d. Airlift Forces. Although strategic airlift forces remain at 234 UE C-141 aircraft and 70 UE C-5 aircraft, the first increment of C-141A aircraft being modified into the "stretched" C-141B enter the inventory in FY 1980. These modifications will increase C-141B cargo volume capacity by about 30% and provide an air refueling capability so as to be independent of foreign enroute basing structures.

Air Force Reserve associate units provide the ability to more fully use existing bases and aircraft by providing reserve air crews and maintenance personnel to active C-141, C-5, and C-9 units. The Air Reserve forces possess the only short takeoff and landing (STOL) capability in the airlift force with C-7 and C-123 aircraft. ARF tactical airlift forces increase by eight UE in FY 1980 for a total of 376 C-130, C-7, and C-123 aircraft.

2. Management Initiatives

Notwithstanding overall manpower reductions in FY 1979 and 1980, the Air Force has made significant improvements in its combat capability through improved utilization of manpower resources.

Over the next several years, numerous tactical units will be expanded, modernized, and converted to F-15, A-10, and F-16 aircraft. The required manpower is programmed based on these force structure changes. Additionally, to avoid a loss of combat capability as tactical fighter units convert to the F-15, A-10, and F-16, a new approach, known as the Tactical Enhancement and Modernization (READY TEAM) Concept, was implemented in FY 1978. During FY 1978, five tactical fighter squadrons were converted (three F-4 to F-15 and two A-7 to A-10) under the READY TEAM concept. These conversions were completed with a total of only 12 "squadron months" of down time versus 45 "squadron months" of down time which would be expected without READY TEAM. Manpower required to support this concept continues to be phased throughout the tactical forces modernization period to sustain converting units' maintenance capability and readiness posture.

The Air Force is projecting a reduction of nearly 3700 manpower authorizations in FY 1979 and FY 1980 as it continues implementation of the Joint Surveillance System (JSS). Begun on a limited basis in FY 1978, the JSS will provide North America peacetime radar surveillance and control using a network of joint-use Federal Aviation Administration (FAA) and military long range radars to feed surveillance data to the FAA and to military Regional Operations Control Centers (ROCC). Augmented by AWACS E-3A aircraft for wartime command and control, JSS/ROCC will provide a modernized, cost efficient means to eventually replace the obsolete SAGE system and will combine separate USAF/FAA dedicated radar coverage. FY 1979 and FY 1980 actions involve both transferring radars to FAA as joint use and eliminating redundant radars. When fully implemented, the JSS/ROCC is expected to release over 5,000 manpower authorizations for reallocation within the Air Force.

The FY 1980 President's Budget also includes initiatives in Air Force organization and management headquarters. The Air Force began in FY 1978 a realignment and reduction of Air Force departmental headquarters staff. When compared to the January 31, 1977, on-board strength, Air Force departmental headquarters strength will be reduced by over 1300 by the end of FY 1979, with over 1100 reductions and realignments already implemented in FY 1978. Also included as a budget planning assumption is a reorganization of air defense and surveillance warning management responsibilities.

In continuing its efforts to improve training effectiveness and efficiency, the Air Force began implementing in FY 1978 an eight hour classroom/laboratory (C/L) day. This change replaced the previous structure of six hours C/L plus two hours of independent study. The new policy results in decreased course lengths and reduced student loads.

The Air Force is promoting productivity enhancing initiatives in other areas which are discussed in Chapter XVI. The Air Force is also continuing the use of technological initiatives to provide manpower economies in FY 1980 such as automated telecommunications programs and replacement of precision approach radars with instrument landing systems.

Increased efficiency through specific management initiatives is a primary means of enhancing the productivity, effectiveness, and readiness of the Air Force combat forces. To enhance overall readiness and mission capability, the Air Force will continue -- to the extent permitted by approved resource levels -- to reallocate resources made available by management initiatives such as those discussed above.

3. Active Military Manpower

The Air Force has revised its FY 1979 active military manpower program to 562,674 -- over 3,700 below the congressionally-authorized ceiling of 566,400. This reduction is primarily due to force structure changes, reduced accessions and training initiatives, and updated factors for determining transient requirements. FY 1980 and FY 1981 requested levels remain relatively stable compared to the revised FY 1979 program.

Air Force active military manpower has been reduced by over 340,000 since FY 1968 and over 128,000 since FY 1973. The Air Force has minimized the impact of these reductions on combat readiness by concentrating them in support, training, and overhead areas. Since FY 1973, the Air Force has reduced active military in Base Operating Support by 24%, Individual Training by 34%, Students and Trainees by 31% and Management Headquarters by 35%. During the same period, however, the Air Force increased its Tactical Air Forces active military manpower by 22%. The requested manpower program reflects continued emphasis on enhancing combat readiness through management initiatives.

4. Air Reserve Forces Manpower

The increased Air Reserve Force (ARF) strengths requested for FY 1980 reflect the continued incremental increase in ARF capability as part of the Total Force. The Air Reserve Forces are an integral part of the Air Force's total wartime capability. In view of past significant manpower reductions in the active force and the relative stability in reserve force strengths, the Air National Guard and Air Force Reserve have assumed a larger portion of the Air Force wartime mission. For FY 1980, the Selected Reserve represents a potential manpower surge of 27% to the active military force--compared to 19% in FY 1973.

The Air Reserve Forces play a vital role in our total force posture and must be provided with modern equipment. During the last several years, the Air Force has incrementally equipped them with first line aircraft--A-7s, F-4s, C-130s, KC-135s, F-106s, and in FY 1979, production line A-10s. By the end of FY 1980, the Air Reserve Forces will have approximately 30% of the tactical fighter aircraft, 60% of the tactical airlift aircraft, 50% of the strategic airlift crew capability, 60% of aerial port capability, 20% of the strategic tanker aircraft and 60% of the strategic defensive interceptor aircraft.

The Air Force is continuing to explore ways to more effectively use the reserve forces with a goal of increased overall readiness and combat capability. The Tactical Air Command (TAC) is currently evaluating a two year test, called Tactical Air Command Reserve Augmentation Test and Evaluation (TACRATE). This test was designed to determine the feasibility of increasing TAC's potential wartime sortie rate by augmenting active units with individual reserve personnel who have trained with the active unit. Preliminary indications are that for less populous locales, the recruiting area radius must be extended to attain recruiting goals. However, the greater distance to be traveled to attend training periods decreases the probability of retention beyond the initial enlistment. The dichotomy created by this situation plus other results of the test are being fully analyzed with TAC's evaluation expected later this month.

The Air Force has included in the FY 1980 budget the congressionally directed test of converting vacant and new civilian dual-status technician positions to full-time active duty reservists. In addition, as part of the test, Congress directed that ANGUS training site and air-to-ground gunnery range technician positions be manned with full-time guardsmen on active duty in lieu of the previously planned conversion to contract operation. The concept has been expanded in FY 1980 with the planned conversion of over 500 additional technicians to full-time. The Air Force is concerned about the potential impact on readiness this concept may have should recruiting of active duty reservists fall short of requirements. The use of full-time, dual-status technicians in the Air Reserve Forces has been a significant element in maintaining a high combat readiness posture and in the successful implementation of the Total Force Policy in the Air Force. The Air Force will closely monitor this test to insure that the combat readiness of the Air Reserve Forces is not compromised.

Trends in overall Air Reserve Forces recruiting and retention will determine, in large measure, the future availability of Air Reserve Forces in the numbers and skills required. The availability of reserve forces manpower will be a key factor in determining the optimum balance between reserve and active forces in the years ahead. The favorable results of Air Reserve Forces recruiting and retention in FY 1978 offer encouragement that given proper equipment, realistic training, and reasonable monetary incentives, the Total Force Policy as implemented by the Air Force will continue to provide an effective mix of active and reserve capability.

5. Civilian Manpower

In FY 1978, the Air Force employed about 250,000, inservice civilians, while civilian manpower for FY 1980 is nearly 10,000 below this level. In FY 1980, inservice civilians assigned to the vitally important Central Logistics function comprise 93% of the total inservice Central Logistics manpower. Other civilian intensive areas include

Research and Development (55% of total R&D manpower), Base Operating Support (38% of total BOS manpower), and Centralized Support Activities (37% of total Centralized Support manpower). Since FY 1973, inservice civilian strength has decreased by 16% with the overall decline smaller than that in the active military (19%) due to significant military-to-civilian conversions as well as the increased Air National Guard and Air Force Reserve technician requirements associated with the enhancement of the Air Reserve Forces.

In FY 1979, Air Force civilian manpower requirements exceed the level requested in the FY 1979 budget due to slippages in programmed base realignments, congressionally directed increases, and other programmatic changes. While the Air Force supported the Civil Service Reform Act of 1978 (P.L. 95-454) when introduced, the law has resulted in non-workload related reductions in FY 1979 Air Force civilian end strength to a level 1000 below that requested in the FY 1979 budget, further aggravating the above situation. Air Force will attempt to achieve the arbitrary reduction to FY 1979 strength while minimizing the effect on readiness and support capability. Civilian manpower constitutes a significant portion of Air Force capability and is blended in with the military force within the manpower mix policy noted below. Arbitrary reduction from required levels reduces the capability to maintain and support the combat readiness of the Air Force and seriously degrades the effectiveness and the credibility of our regularized manpower determination process.

The Air Force has long recognized the requirement for a mix of active and reserve military, inservice civilian, and contractor personnel. This highly successful team concept is based on the congressional mandate to use the least costly form of manpower consistent with military requirements and the national policy of relying upon the private sector for commercial/industrial goods and services. Through application of this policy, the Air Force converted over 18,000 military positions to inservice civilian or contract between FY 1973 and FY 1978. The Air Force believes that future military-to-civilian conversion programs can be accommodated only through a regularized function-by-function analysis. To do otherwise could create wartime military skill shortfalls.

Air Force workloads which do not require essential military or inservice civilian incumbency are subjected to comparative cost analyses. By using the more cost effective source of manpower -- inservice civilian or contractor -- for these workloads, the Air Force complies with the sense of Congress to use the least costly form of manpower consistent with military requirements. The Air Force carefully analyzes its military and inservice civilian requirements on a function-by-function basis to insure that proposed conversions to contract do not compromise the integrity of our combat readiness posture. Based upon these detailed analyses and as part of a continuing evaluation program, the Air Force, as a budget planning assumption, has programmed the conversion of over 4000 authorizations--including over 1000 military--to

contract in FY 1979, and an additional 6500 civilian and military authorizations in FY 1980. It is interesting to note that the relative percentages of total FY 1980 Air Force manpower in the three categories -- active military, inservice civilian, and contractor manyear equivalents -- has changed very little since FY 1973. As a percent of total manpower, inservice civilian manpower has remained almost constant, while active military has decreased by 2% and contractor manyear equivalents have increased by 2%. The Air Force views this as a very stable internal work-force composition despite the decreased overall size and changes in missions.

6. Accession Programs

a. Enlisted. Non-prior service enlisted recruiting goals for FY 1978 through FY 1980, and the number of personnel recruited in FY 1978, are shown below:

Active Air Force Enlisted Accession Goals
(Non-Prior Service)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Plan	68,000	68,000	69,000
Actual	68,000	-	-

FY 1980 represents the start of the decline in the 18-year old youth market which is the major source of Non-Prior Service (NPS) enlistments. Along with this decline is increased competition from college campuses to attract quality youth. The OSD spring 1978 youth survey indicates that the inclination of youth to enlist has bottomed out at a level 50 percent below the FY 1975 level -- less than 4.5 percent of today's youth state positively they will, or probably will, enlist. The survey also indicates a 10 percent increase in youth obtaining permanent employment. The net result is a marked drop in youth availability. Concomitant with this decline in youth availability is the decline in the perception of the Air Force as a viable career option. The Air Force initially entered the All-Volunteer Force (AVF) with adequate resources, an economic climate which facilitated recruiting success, and a competitive enlistment package. That package consisted of wages which were comparable with the private sector, a retirement program which enhanced the appeal of a military career, and a strong educational incentive in the GI Bill. Over the past four years this enlistment package has failed to keep pace with the civilian sector in terms of wage increases; the military compensation system is receiving high visibility because of the recommendations of the President's Commission on Military Compensation and follow-on consideration by the Administration; and the Veterans Education Assistance Program (VEAP) educational incentive is not as attractive as the former GI Bill.

Recruiting has become extremely difficult. During FY 1978 the number of male commitments to enlist in the Delayed Enlistment

Program (DEP) dropped from a historical average of over 19,000 to less than 8,500. Suggestions have been made to make up the deficit with increased female enlistment. However, female commitments to enlist make up only approximately 45% of the job requirements in the female DEP versus a historical rate of approximately 65 percent. In December 1978, the Air Force experienced its first recruiting shortfall during the AVF, achieving only 87 percent of its goal. Additionally, the degradation in the quality of enlistments continues. High school diploma rates were the lowest in the history of the AVF, and Mental Category I and II rates were at a four year low. Continuation of these trends portends increased attrition costs.

The Air Force requires the requested FY 1980 recruiting resources. These resources, combined with a new series of management initiatives, will enable the Air Force to better penetrate youth markets in explaining the viability of service in the Air Force.

Air Reserve Force (ARF) non-prior service enlisted recruiting goals for FY 1978 through FY 1980 and the number of personnel recruited in FY 1978, are shown below:

Air Reserve Forces Enlisted Accession Goals
(Non-Prior Service)

	FY 78	FY 79	FY 80
Plan	8,204	8,774	8,774
Actual	6,242	-	-

The ARF had a generally successful year during FY 1978. The USAFR exceeded its end strength objective and the ANGUS was less than 1% short of its objective. Both components continue to have recruiting difficulties with aircraft maintenance personnel, air cargo specialists and communications maintenance personnel. The recruiting shortfalls during this period can be attributed in part to greater competition among the services for the smaller number of military qualified youth who have a propensity to enlist.

Both ARF components will be offering an enlistment and reenlistment bonus and educational assistance during FY 1979 for certain hard-to-fill career fields. These incentives are likely to have a positive impact on non-prior service enlistments and reenlistments of current personnel. In addition to the incentives programs, each component received a small increase in the number of production recruiters and will expend every effort to meet its non-prior service goals and end strength objectives.

b. Officer. The officer procurement program supports established undergraduate flying training rates and officer requirements in the broad range of essential combat sustaining and management functions. During FY 1978, the Air Force continued to encounter increasing difficulties in recruiting officer candidates in the engineering area,

as well as in the health care professions. The market for these skills is highly competitive and, in the volunteer force environment, recruiting is a particular challenge. The Air Force is requesting more recruiters, advertising dollars, and career incentives, and will expend every effort to meet the officer force requirements. Officer accession goals and FY 1978 experience are shown below:

Active Air Force Officer Accession Goals

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Plan	7,430	9,575	10,132
Actual	7,158	-	-

The ANGUS and the USAFR, during FY 1978, continued to be successful in attracting an impressive number of experienced active duty officers. The ANGUS and USAFR expect to continue to attract officers as they leave the active force which helps recover costs previously expended for recruiting and training. This process enhances the combat readiness of their units and mobilization augmentees and produces a stabilizing effect on the ARF officer force.

C. Air Force Manpower Requirements By Defense Planning and Programming Category (DPPC)

The following tables display Air Force manpower by DPPC for the period FY 1978-1980. It should be noted that beginning in FY 1980 Selected Reserve numbers throughout this chapter include reservists on full-time active duty for administration and training of the Reserves. This section relates Air Force manpower requirements to force levels and describes the significant features of and changes in the FY 1979-FY 1980 program.

AIR FORCE ACTIVE MILITARY MANPOWER REQUIREMENTS
 (End Strength in Thousands)

	<u>FY 1978 Actual</u>	<u>FY 1979 FY 1980</u>	<u>FY 1980 Budget</u>
<u>Strategic</u>	<u>80.5</u>	<u>78.1</u>	<u>74.0</u>
Offensive Strategic Forces	57.7	57.0	56.2
Defensive Strategic Forces	11.6	9.9	7.8
Strategic Control and Surveillance	11.2	11.1	9.9
<u>Tactical/Mobility</u>	<u>125.4</u>	<u>123.7</u>	<u>124.2</u>
Land Forces	-	-	-
Tactical Air Forces	87.7	86.9	88.0
Naval Forces	-	-	-
Mobility Forces	37.6	36.8	36.3
<u>Auxiliary Activities</u>	<u>56.1</u>	<u>55.8</u>	<u>54.1</u>
Intelligence	17.7	18.3	17.5
Centrally Managed Communications	15.1	14.8	14.8
Research and Development	15.0	14.7	13.8
Geophysical Activities	8.3	8.0	8.0
<u>Support Activities</u>	<u>251.6</u>	<u>253.2</u>	<u>255.1</u>
Base Operating Support	131.7	132.7	133.7
Medical Support	32.9	32.6	32.7
Personnel Support	5.4	5.4	5.5
Individual Training	18.6	19.2	19.5
Force Support Training	22.2	23.4	24.1
Central Logistics	5.8	5.1	5.1
Centralized Support Activities	16.3	15.8	15.7
Management Headquarters	18.6	18.7	18.6
Federal Agency Support	0.2	0.3	0.3
<u>Subtotal-Force Structure Allowance</u>	<u>513.7</u>	<u>510.7</u>	<u>507.4</u>
<u>Individuals</u>	<u>55.8</u>	<u>51.9</u>	<u>51.6</u>
Transients	17.8	13.5	13.1
Patients, Prisoners, and Holdees	0.7	0.7	0.7
Students, Trainees	32.9	33.3	33.3
Cadets	4.4	4.4	4.4
<u>Total</u>	<u>569.5</u>	<u>562.7</u>	<u>559.0</u>

Note: Detail may not add to totals due to rounding.

AIR FORCE SELECTED RESERVE MANPOWER REQUIREMENTS (ANGUS)
(End Strength in Thousands)

	<u>FY 1978 Actual</u>	<u>FY 1979 FY 1980</u>	<u>FY 1980 Budget</u>
<u>Strategic</u>	20.1	20.2	20.5
Offensive Strategic Forces	10.3	11.0	11.1
Defensive Strategic Forces	9.1	8.5	8.7
Strategic Control and Surveillance	0.7	0.7	0.7
<u>Tactical/Mobility</u>	55.0	56.7	57.2
Land Forces	-	-	-
Tactical Air Forces	39.2	41.4	41.5
Naval Forces	-	-	-
Mobility Forces	15.8	15.2	15.7
<u>Auxiliary Activities</u>	11.1	11.3	11.2
Intelligence	-	-	-
Centrally Managed Communications	10.5	10.8	10.9
Research and Development	-	-	-
Geophysical Activities	0.5	0.5	0.3
<u>Support Activities</u>	3.8	2.1	2.2
Base Operating Support	0.4	0.4	0.4
Medical Support	-	-	-
Personnel Support	0.3	0.4	0.4
Individual Training	-	-	-
Force Support Training	1.7	-	-
Central Logistics	-	-	-
Centralized Support Activities	1.4	1.3	1.3
Management Headquarters	-	-	0.1
Federal Agency Support	-	-	-
<u>Subtotal-Force Structure Allowance</u>	90.0	90.3	91.1
<u>Individuals</u>	1.6	2.6	2.3
Transients	-	-	-
Patients, Prisoners, and Holdées	-	-	-
Students, Trainees	1.6	2.6	2.3
Cadets	-	-	-
<u>Total</u>	91.7	92.9	93.5

Note: Detail may not add to totals due to rounding.

AIR FORCE SELECTED RESERVE MANPOWER REQUIREMENTS (USAFR)
(End Strength in Thousands)

	<u>FY 1978 Actual</u>	<u>FY 1979 FY 1980 Budget</u>	<u>FY 1980 Budget</u>
<u>Strategic</u>	2.5	2.3	2.3
Offensive Strategic Forces	1.6	2.0	2.0
Defensive Strategic Forces	0.9	0.3	0.3
Strategic Control and Surveillance	-	-	-
<u>Tactical/Mobility</u>	36.1	37.4	36.7
Land Forces	-	-	-
Tactical Air Forces	5.9	6.5	6.5
Naval Forces	-	-	-
Mobility Forces	30.2	30.9	30.2
<u>Auxiliary Activities</u>	3.0	3.1	3.3
Intelligence	1.6	1.7	1.8
Centrally Managed Communications	-	-	-
Research and Development	0.9	0.9	1.0
Geophysical Activities	0.5	0.5	0.5
<u>Support Activities</u>	11.1	11.5	12.9
Base Operating Support	5.6	6.2	6.9
Medical Support	1.7	1.8	1.8
Personnel Support	-	-	0.3
Individual Training	-	-	-
Force Support Training	-	-	-
Central Logistics	0.3	-	-
Centralized Support Activities	2.3	2.3	2.5
Management Headquarters	1.1	1.1	1.2
Federal Agency Support	0.1	0.2	0.2
<u>Subtotal-Force Structure Allowance</u>	52.7	54.3	55.2
<u>Individuals</u>	1.2	2.0	2.0
Transients	-	-	-
Patients, Prisoners, and Holdees	-	-	-
Students, Trainees	1.2	2.0	2.0
Cadets	-	-	-
<u>Total</u>	53.9	56.3	57.2

Note: Detail may not add to totals due to rounding.

AIR FORCE CIVILIAN MANPOWER REQUIREMENTS
(Direct and Indirect Hire End Strength in Thousands)

	<u>FY 1978 Actual</u>	<u>FY 1979 FY 1980</u>	<u>FY 1980 Budget</u>
<u>Strategic</u>	8.4	8.4	7.9
Offensive Strategic Forces	3.6	3.9	3.7
Defensive Strategic Forces	3.9	3.5	3.2
Strategic Control and Surveillance	0.9	1.0	1.0
<u>Tactical/Mobility</u>	26.6	27.3	27.0
Land Forces	-	-	-
Tactical Air Forces	13.0	14.1	14.1
Naval Forces	-	-	-
Mobility Forces	13.5	13.2	13.0
<u>Auxiliary Activities</u>	24.8	24.7	23.9
Intelligence	2.2	2.2	1.7
Centrally Managed Communications	3.8	4.2	4.0
Research and Development	17.7	17.2	17.0
Geophysical Activities	1.1	1.1	1.1
<u>Support Activities</u>	191.4	187.8	182.7
Base Operating Support	86.8	85.7	82.4
Medical Support	7.1	7.6	7.6
Personnel Support	1.2	1.3	1.3
Individual Training	5.1	5.3	5.2
Force Support Training	2.5	1.9	1.9
Central Logistics	70.7	67.5	65.9
Centralized Support Activities	8.9	9.5	9.4
Management Headquarters	9.0	9.1	8.9
Federal Agency Support	*	*	*
Total	251.1	248.3	241.4

Note: Detail may not add to totals due to rounding.

* Fewer than 50 spaces.

1. Strategic. Air Force Strategic Forces are subdivided into Offensive, Defensive, and Control and Surveillance forces.

a. Offensive Strategic Forces. The following tables show Air Force Offensive Strategic Forces.

Air Force Offensive Strategic Forces (UE)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Active Force</u>			
<u>Bombers</u>			
B-52	316	316	316
FB-111	60	60	60
<u>Tankers</u>			
KC-135	487	487	487
<u>Missiles</u>			
Titan II	54	54	54
Minuteman	1000	1000	1000
<u>Reserve Forces</u>			
<u>Tankers</u>			
ANGUS KC-135	104	104	104
USAFR KC-135	24	24	24

Air Force Offensive Strategic Forces Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
<u>Active</u>	57.7	57.0	56.2
<u>Reserve Components</u>			
ANGUS	10.3	11.0	11.1
USAFR	1.6	2.0	2.0
<u>Civilian</u>	3.6	3.9	3.7

Offensive Strategic Forces consist of combat aircraft and intercontinental ballistic missiles under the control of the Strategic Air Command (SAC). SAC's primary mission is to deter nuclear war by maintaining the ability to deliver nuclear firepower to any part of the world. SAC is also capable of delivering conventional (non-nuclear) weapons with its bomber aircraft. To perform these missions in FY 1980, there are 21 B-52 squadrons, four FB-111 squadrons, 34 active force and 16 reserve force KC-135 tanker squadrons, six Titan missile squadrons, and 20 Minuteman squadrons with the unit equipment (UE) shown in the above table.

FY 1979 active military manpower reductions are associated primarily with reduced KC-135 and B-52 flying hours and reduced active military support for ARF KC-135 units as transition into KC-135 aircraft is completed. These decreases are partially offset by the phased increase in Air Launched Cruise Missile test support. The FY 1980 decrease is attributable primarily to reduced B-52 and KC-135 flying hours.

Air Force Reserve manpower increases in FY 1979 reflect increases in unit manning levels to improve readiness. In FY 1980, full-time active duty personnel are included in ANGUS and USAFR strengths. In addition, ANGUS and USAFR technicians are converted to full-time active duty reservists, the primary reason for the decrease in civilians. The apparent increase in civilian manpower in FY 1979 is due to temporary assigned strength shortfalls in ANGUS and USAFR technicians at the end of FY 1978.

b. Defensive Strategic Forces. The following tables show Air Force Defensive Strategic Forces.

Air Force Defensive Strategic Forces

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Interceptor Squadrons</u>			
Active Force	6	6	6
ANGUS	10	10	10
<u>Early Warning Squadron</u>			
USAFR	1	-	-

Air Force Defensive Strategic Forces Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	11.6	9.9	7.9
Reserve Components			
ANGUS	9.1	8.5	8.7
USAFR	0.9	0.3	0.3
<u>Civilian</u>	3.9	3.5	3.2

FY 1980 Air Force Defensive Strategic Forces include aircraft and radars of the Aerospace Defense Command and Air National Guard for surveillance and control of air space. To perform this mission in FY 1980, the Air Force will employ a force of six active Air Force and five Air National Guard F-106 squadrons, three ANGUS F-101 squadrons, and two ANGUS F-4 squadrons. The ground environment systems include

six regional control centers, two manual NORAD control centers, 60 surveillance radar sites (including USAF/FAA joint use) and one Back Up Interceptor Control (BUIC) facility. Thirty-one Distant Early Warning (DEW) stations (10 USAF) are manned primarily by contractor personnel.

FY 1979 active military manpower decreases primarily due to the phased implementation of the Joint Surveillance System (JSS). Also, the conversion of the USAFR F-121 squadron to F-4's eliminates the active military support for this system. The continued implementation of the JSS is the primary reason for the decrease in active military in FY 1980.

In FY 1979, Reserve component manpower decreases result from higher than programmed strength at the end of FY 1978 in the ANGUS, while USAFR manpower decreases due to the conversion of the EC-121 squadron to F-4 aircraft. ANGUS increases in FY 1980 are the result of including additional full-time active duty personnel in the Selected Reserve strength and an increase in the level of unit manning.

Decreases in USAFR technicians associated with the conversion of the EC-121 squadron and the phased implementation of the JSS are the principle reasons for the decreases in FY 1979 civilians. Civilian reductions in the ANGUS F-106 and F-101 programs to meet directed strength levels, implementation of the congressionally directed test of converting technician positions to full-time active duty reservists, and the continued phase in of the JSS are the primary reasons for FY 1980 civilian reductions.

c. Strategic Control and Surveillance Forces. Manpower requirements for this category are:

Air Force Strategic Control and Surveillance Forces Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	11.2	11.1	9.9
Reserve Components			
ANGUS	0.7	0.7	0.7
<u>Civilian</u>	0.9	1.0	1.0

Control and Surveillance forces include the following aircraft in FY 1980: one squadron of SR-71s for reconnaissance; 27 EC-135 post attack command and control system aircraft, which are used by the Strategic Air Command for airborne command posts, communication relay, and launch control centers; and three E-4A/B National Emergency Airborne Command Post aircraft. The ground environment activities include the NORAD Combat

Operations Center in Cheyenne Mountain near Colorado Springs, which is the nerve center for aerospace defense of the north american continent; three ballistic missile early warning sites; Submarine Launch Ballistic Missile (SLBM) detection and warning sites; the Perimeter Acquisition Radar Attack Characterization System facility; six SPACETRACK facilities consisting of radars and Baker-Nunn camera sites; the ground data system for the satellite early warning program; three Air National Guard aircraft control and warning sites; and portions of the National Military Command and Control System. Control and Surveillance forces also include communications and command and control support equipment. Finally, some of the Worldwide Military Command and Control System automatic data processing resources are also included in this category.

The slight decrease in active military in FY 1979 is primarily a result of reduction in the number of radars. In FY 1980, increases associated with the addition of an E-4 aircraft are more than offset by other force structure changes and by efficiencies resulting from upgrading West Coast Sea-Launched Ballistic Missile (SLBM) detection equipment.

The FY 1979 civilian manpower increase is in support of SLBM radars.

2. Tactical/Mobility. Air Force Tactical and Mobility forces are discussed in the following sections.

a. Tactical Air Forces. The following tables show Air Force Tactical Air Forces.

Air Force Tactical Air Forces

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Active Force</u>			
Tactical Fighter Wings (TFW)	26	26	26
Tactical Fighter Squadrons	79	80	82
Reconnaissance Squadrons	9	7	6
Special Operations Squadrons	5	5	5
Airborne Warning and Control (AWACS) Squadrons	3	3	3
Airborne TACS Squadrons	11	11	11
Airborne TACCS Squadrons	2	2	2
<u>Reserve Forces</u>			
ANGUS Fighter/Attack Sq	29	31	31
ANGUS Reconnaissance Sq	8	8	8
USAFR Fighter/Attack Sq	7	8	8
USAFR Special Operations Sq	2	2	2
ANGUS Airborne TACS Squadron	6	6	6

Air Force Tactical Air Force Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	87.7	86.9	88.0
Reserve Components			
ANGUS	39.2	41.4	41.5
USAFR	5.9	6.5	6.5
<u>Civilian</u>	13.0	14.1	14.1

Tactical Air Forces consist of the tactical fighter, attack, reconnaissance, special operations, and command and control aircraft for close air support, interdiction, counterair, reconnaissance, and special purpose missions. Manpower supporting these forces include air crews, organizational and intermediate aircraft maintenance personnel, and weapon systems security and munitions maintenance personnel. Also included in this category are the forces and manpower for the Air Force's Tactical Air Control Systems, the Air Force Test and Evaluation Center (AFTEC), civil engineering deployable heavy repair (RED HORSE) squadrons, and tactical intelligence squadrons.

FY 1979 active military decreases are due to overall reductions in tactical fighter aircraft, inactivation of an RF-4 squadron, transfer of a second RF-4 squadron to the Air National Guard, and inactivation of the tactical drone squadron. These decreases are partially offset by increases for six AWACS aircraft, War Readiness Material (WRM) capabilities to support wartime requirements, improvements in the Tactical Fighter Weapons Center range equipment to support Red Flag training and operational test and evaluation, and the Air Force READY TEAM program. Active military increases in FY 1980 are due principally to a significant increase of tactical fighter aircraft and an increase of two AWACS aircraft. These increases are partially offset by the inactivation of a third RF-4 squadron.

Reserve component and civilian manpower increases in FY 1979 reflect the continued modernization and expansion of the Air Reserve Force tactical fighter force as additional reservists and technicians are added to support increased numbers of aircraft. Civilian manpower reductions in FY 1979 and FY 1980 are due to conversion of ARF technicians to active duty reservists which partially offset force structure-related requirements in FY 1979 and fully offset force structure related changes in FY 1980. ANGUS civilian technician increases due to force-structure changes and the inclusion of full-time active duty personnel in Selected Reserve strengths are partially offset by the conversion of civilian technicians to full time active duty guardsmen.

b. Mobility Forces. The following tables show Air Force mobility forces.

Air Force Mobility Forces

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Active Force			
Tactical Airlift Sq	15	14	14
Strategic Airlift Sq	17	17	17
Aeromed Airlift Sq	3	3	3
Aerospace Rescue & Recovery Sq	7	7	7
Reserve Forces			
Tactical Airlift Sq (ANGUS/USAFR)	36	36	36
Strategic Airlift Sq (USAFR-Assoc) 1/	17	17	17
Aeromed Airlift Sq (USAFR-Assoc) 1/	1	1	1
Aerospace Rescue & Recovery Sq (ANGUS/USAFR)	6	6	6

1/ Associate squadrons provide aircrews and maintenance personnel for utilization with active USAF squadrons. These include one C-9 aeromedical squadron, four C-5A squadrons and 13 C-141 squadrons.

Air Force Mobility Forces Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Military			
Active	37.6	36.8	36.3
Reserve Components			
ANGUS	15.8	15.2	15.7
USAFR	30.2	30.9	30.2
Civilian	13.5	13.2	13.0

Air Force Mobility Forces consist of the tactical airlift, strategic airlift, aeromedical airlift, and aerospace rescue and recovery aircraft of the Military Airlift Command (MAC), the Air Force Reserve, and the Air National Guard. Manpower supporting these forces include crews, organizational and intermediate aircraft maintenance, and aircraft security personnel. This category also includes manpower for aerial port operations and Air Force special mission forces.

Active military manpower decreases in FY 1979 are due to the planned inactivation of one C-130 squadron, installation of Inertial Navigation System (INS) equipment in C-141 and C-5 aircraft, and temporary overages in assigned strength at the end of FY 1978. FY 1980 decreases are due to the planned reduction of rescue and recovery aircraft associ-

ated with a reorganization of rescue and recovery forces and the continued installation of INS equipment in C-141 and C-5 aircraft.

ANGUS manpower decreases in FY 1979 due to higher than programmed assigned strength at the end of FY 1978, while increases in FY 1980 are due to an increase of eight C-130 aircraft and the inclusion of full-time active duty personnel in Selected Reserve strengths. USAFR manpower increases in FY 1979 reflect higher unit manning levels to improve readiness. Decreases in FY 1980 reflect the realignment of C-130 combat support to BOS and installation of INS equipment. These decreases are partially offset by an increase in the C-5 crew ratio for USAFR Associate Squadrons and the inclusion of full-time active duty personnel in Selected Reserve strength.

Civilian manpower changes in FY 1979 and FY 1980 are associated with force structure changes in the Air Reserve Forces, the conversion of technicians to active duty reservists, and reductions to meet directed employment levels.

3. Auxiliary Activities. Auxiliary Activities are subdivided into Intelligence, Centrally Managed Communications, Research and Development Activities, and Geophysical Activities.

a. Intelligence.

Air Force Intelligence Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	17.7	18.3	17.5
Reserve Components			
USAFR	1.6	1.7	1.8
Civilian	2.7	2.2	1.7

This category includes manpower for the Consolidated Cryptologic Program, the General Defense Intelligence Program, and Air Force support to the Defense Intelligence Agency and the National Security Agency. The Air Force Intelligence Center and the Air Force Security Service are the primary Air Force organizations supporting these activities.

In FY 1979, the increase in active military is primarily due to an assigned strength shortfall at the end of FY 1978. In addition, increased support for the National Security Agency and an increase for equipment to support computer-aided dissemination of sensitive intelligence data are also included. However, decreases associated with the planned inactivation of the reconnaissance drone squadron and the installation of optical character readers in intelligence handling equipment

partially offset the increases. FY 1979 civilian decreases are required to meet directed employment levels.

USAFR increases in FY 1979 and FY 1980 reflect increased manning for mobilization augmentee positions.

FY 1980 active military and civilian reductions reflect the realignment of cryptologic base operating support manpower to BOS. Increased support for the Defense Intelligence Agency and other intelligence requirements partially offset the military decreases.

b. Centrally Managed Communications.

Air Force Centrally Managed Communications Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	15.1	14.8	14.8
Reserve Components			
ANGUS	10.5	10.8	10.9
<u>Civilian</u>	3.8	4.2	4.0

This category includes manpower supporting long-haul defense communication systems, Air Force communications systems, satellite communications systems, and the Air Force Communications Service engineering and installation activities.

FY 1979 active military reductions are primarily attributable to congressionally directed reductions, expanded use of optical character readers, and reductions in long-haul communications systems. FY 1979 civilian manpower increases due to temporary assigned strength shortfalls at the end of FY 1978 which are partially offset by reductions to meet directed end strengths. FY 1980 civilian decreases are required to meet directed employment levels.

Increased ANGUS manpower reflects the Air National Guard's efforts to enhance the readiness of its communications units by increasing manpower to required levels.

c. Research and Development

Air Force Research and Development Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	15.0	14.7	13.8
Reserve Components			
USAFR	0.9	0.9	1.0
<u>Civilian</u>	17.7	17.2	17.0

This category includes manpower, primarily in the Air Force Systems Command, which carries out basic and applied research and design, development, test, and evaluation of Air Force systems and subsystems. Manpower in this category also supports various Department of Defense research and development activities and agencies.

The decrease in active military and civilian manpower in FY 1979 is due primarily to the transfer of Western Test Range manpower to Central Logistics. Civilian manpower is further reduced in FY 1979 to meet directed employment levels. Partially offsetting the military and civilian decreases are temporary assigned strength shortfalls at the end of FY 1978 and increased Foreign Military Sales (FMS) requirements.

FY 1980 military and civilian decreases are associated with the planned conversion of base supply and aircraft maintenance activities to contract and civilian reductions to meet reduced employment levels.

d. Geophysical Activities

Air Force Geophysical Activities Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	8.3	8.0	8.0
Reserve Components			
ANGUS	0.5	0.5	0.3
USAFR	0.5	0.5	0.5
<u>Civilian</u>	1.1	1.1	1.1

The manpower in this category supports active Air Force and Air Reserve Force weather service activities, meteorological and navigational satellite/space programs, and Defense mapping, charting, and geodesy activities. Active military manpower decreases in FY 1979 reflect the programmed inservice to contract conversion of satellite tracking facilities. The decrease in FY 1980 ANGUS manpower reflects a refinement of wartime weather requirements.

4. Support Activities. Support Activities are subdivided into Base Operating Support, Medical Support, Personnel Support, Individual Training, Force Support Training, Central Logistics, Centralized Support Activities, Management Headquarters, and Federal Agency Support.

a. Base Operating Support. Base Operating Support has two subcategories: Combat Installations and Support Installations. The total active military and civilian manpower in these subcategories reflects a continuing decline through FY 1980.

(1) Base Operating Support - Combat Installations.

Air Force Base Operating Support Manpower - Combat Installations
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active Reserve Components	114.8	115.1	115.0
ANGUS	0.4	0.4	0.4
USAFR	5.6	6.2	6.9
<u>Civilian</u>	54.4	52.7	49.8

This category contains manpower resources essential for the direct support and overall readiness of our combat forces in such vital functions as control tower operations, aircraft dispatch, airfield and combat facilities maintenance and battle damage repair, fire protection and crash rescue, security, base communications, food service, transportation, and supply. Differences among the services in accounting for combat support manpower are discussed in Chapter VII.

FY 1979 increases in active military are due to a temporary shortfall in assigned strength at the end of FY 1978, enhanced wartime base recovery capability, and increased maintenance and support for chemical warfare defensive equipment. Partially offsetting decreases are associated with the phased implementation of the Joint Surveillance System. Civilian manpower decreases in FY 1979 are due to planned inservice to contract conversions, deletion from end strength accounta-

bility of indirect hire authorizations funded directly by the Federal Republic of Germany, and directed reductions in employment levels.

USAFR manpower increases in FY 1979 reflect increased unit manning levels to improve readiness, increased mobilization augmentee manning, and the realignment of manpower from Central Logistics associated with the reorganization of AFLC-gained Air Force Reserve units. In FY 1980, C-130 civil engineer support is realigned from the Mobility DPPC.

Active military manpower decreases slightly in FY 1980 principally due to the continued implementation of the Joint Surveillance System and planned inservice to contract conversions. The application of a USAF-wide base civil engineering manpower standard partially offsets the reduction. FY 1980 civilian manpower decreases are due primarily to planned inservice to contract conversions, the continued phase in of the Joint Surveillance System, and the phase out of Ellington AFB caretaker support.

(2) Base Operating Support - Support Installations

Air Force Base Operating - Support Installations.
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	16.9	17.5	18.7
Civilian	32.5	33.0	32.6

This category contains manpower resources for the operation and maintenance for auxiliary, logistics, and training installations and other base operating support activities such as laundries and commissaries.

In FY 1979, active military increases are associated primarily with the restoration and recoding of cryptologic support manpower.

FY 1980 increases are due to the realignment of consolidated cryptologic support from Intelligence and application of a USAF-wide base civil engineering manpower standard.

FY 1979 civilian manpower increases primarily due to temporary shortfalls in assigned strength at the end of FY 1978 and the establishment of the San Antonio Real Property Maintenance Agency. These increases are partially offset by reductions to meet directed employment levels. FY 1980 civilian manpower decreases primarily due to planned inservice to contract conversions.

b. Medical Support.

Air Force Medical Support Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	32.9	32.6	32.7
Reserve Components			
USAFR	1.7	1.8	1.8
<u>Civilian</u>	7.1	7.6	7.6

Included in this category is manpower required to provide medical and dental care to eligible individuals in Air Force medical facilities including medical centers, hospitals, clinics, dispensaries, infirmaries, and laboratories.

Decreases in FY 1979 military manpower are due primarily to temporary overage in assigned strength at the end of FY 1978. Increased physician specialist requirements account for the increase in FY 1980 military. USAFR manpower increases in FY 1979 due to increased funding to fill drill pay requirements. The apparent increase in civilian requirements in FY 1979 is due to a temporary shortfall in assigned strength at the end of FY 1978.

c. Personnel Support.

Air Force Personnel Support Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	5.4	5.4	5.5
Reserve Components			
ANGUS	0.3	0.4	0.4
USAFR	-	-	0.3
<u>Civilian</u>	1.2	1.3	1.3

The Air Force operates over 1000 recruiting offices and contributes manpower to 66 Armed Forces Entrance and Examination Stations (AFEES). Air Force manpower requirements in support of investigative activities, personnel processing, and the Air Force Aerial Demonstration Team are also included in this category.

Although active military remains constant in FY 1979, slightly increased recruiting support is offset by the transfer of Air Force support for Armed Services Vocational Aptitude testing to the Office of Personnel Management. The FY 1980 active military increase is for additional recruiters in support of increased scientific/technical officer accessions.

The FY 1979 ANGUS manpower increase provides additional recruiters to meet accession goals, while the increase in FY 1980 USAFR manpower reflects the inclusion of full-time active duty personnel in Selected Reserve strengths.

The FY 1979 increase in civilian manpower is due primarily to increased support for voluntary and off-duty educational programs.

d. Individual Training.

Air Force Individual Training Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	18.6	19.2	19.5
Civilian	5.1	5.3	5.2

Manpower required to conduct training is included in this category. Individuals actually undergoing training are carried in the Trainees and Students and Cadets accounts of the Individuals category.

Increases in FY 1979 active military are due primarily to increases in Undergraduate Pilot Training (UPT) requirements. FY 1980 increases are associated principally with continued increased UPT requirements with partially offsetting reductions due to the planned in-service to contract conversion of navigator flight training aircraft maintenance. Additionally, the consolidation of Air Training Command and Air University resulted in the realignment of manpower to Management Headquarters.

FY 1979 civilian manpower increases support higher undergraduate flying training production requirements. In FY 1980, civilian manpower decreases due to the planned conversion of navigator flight training aircraft maintenance to contract.

Detailed justification of training requirements is presented in the FY 1980 Military Manpower Training Report.

e. Force Support Training.

Air Force Force Support Training Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	22.2	23.4	24.1
Reserve Components			
ANGUS	1.7	-	-
<u>Civilian</u>	2.5	1.9	1.9

Manpower in this category includes Air Force strategic, tactical, and mobility mission support training. Tactical fighter aggressor squadrons and manpower supporting chemical/biological defensive training are also included.

Increased FY 1979 active military requirements are associated with an increase of tactical training aircraft and increases for READY TEAM. These changes are partially offset by the planned conversion from inservice to contract of BOMARC training support and the decrease of 6 defensive training aircraft. FY 1980 increases are due to an increase of tactical training aircraft, READY TEAM, and increased flying hours for airlift in-flight refueling training.

FY 1979 ANGUS and civilian decreases result from the reassignment of ANGUS training aircraft to combat units as tactical fighter aircraft with peacetime training missions.

f. Central Logistics.

Air Force Central Logistics Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	5.8	5.1	5.1
Reserve Components			
USAFR	0.3	-	-
<u>Civilian</u>	70.7	67.5	65.9

Air Force manpower for this category is required for centrally managed supply, procurement, maintenance, and logistics support activities, primarily of the Air Force Logistics Command.

In FY 1979, active military decreases principally due to the realignment of Eastern Test Range support manpower to BOS. Also contributing to the reduction are planned inservice to contract conversions.

FY 1979 civilian manpower decreases primarily due to planned inservice to contract conversions, reductions to meet directed employment levels, temporary overages in assigned strength at the end of FY 1978, and the realignment of Eastern Test Range support manpower to BOS. Partially offsetting these reductions are increased FMS requirements and the transfer of Western Test Range manpower from Research and Development. Civilian manpower is decreased in FY 1980 due to planned inservice to contract conversions and reductions in depot maintenance manpower to meet reduced employment levels.

USAFR manpower is transferred to BOS as a result of the reorganization of AFLC-gained Air Force Reserve units.

g. Centralized Support Activities.

Air Force Centralized Support Activities Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active Reserve Components	16.3	15.8	15.7
ANGUS	1.4	1.3	1.3
USAFR	2.3	2.3	2.5
<u>Civilian</u>	8.9	9.5	9.4

The manpower in this category is for centralized support to multiple missions and functions which do not fit other DPPCs and includes Air Force support to OSD, JCS, unified commands, and international military organizations. Manpower supporting foreign military sales, counterintelligence activities, readiness support, personnel administration, finance centers, public affairs, and various Air Reserve Force activities is also included.

Active military manpower in FY 1979 decreases principally due to a temporary overage in assigned strength at the end of FY 1978. Partially offsetting is an increase associated with an increase of Operational Test and Evaluation (OT&E) aircraft in TAC. In FY 1980, active military decreases are due primarily to a reduction in OT&E aircraft and the planned inservice to contract conversion of audiovisual activities.

Reductions in ANG state headquarters account for the decrease in ANGUS manpower in FY 1979.

FY 1979 civilian manpower increases primarily due to temporary shortfalls in assigned strength at the end of FY 1978. Also contributing to the increase are realignments associated with the Air Force Departmental Headquarters restructure and FMS support requirements. Civilian decreases in FY 1980 are due to the planned inservice to contract conversion of audiovisual activities.

h. Management Headquarters.

Air Force Manpower in DoD Management Headquarters
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active Reserve Components	18.6	18.7	18.6
ANGUS			.1
USAFR	1.1	1.2	1.2
<u>Civilian</u>	9.0	9.1	8.9

The manpower in this category supports Air Force Management Headquarters including the Air Force Secretariat, the Air Staff (including the National Guard Bureau), major command headquarters and their numbered Air Force headquarters, Air Force Reserve headquarters, and Air Force Communications Service area headquarters. Air Force manpower supporting international military headquarters and unified command headquarters is also included in this category.

FY 1979 active military increases primarily due to the consolidation of Air University and Air Training Command and the associated realignment of manpower from Individual Training. The increase in FY 1979 USAFR manpower reflects a shortfall in assigned strength at the end of FY 1978. Civilian manpower increases in FY 1979 are due to a temporary shortfall in assigned strength at the end of FY 1978.

FY 1980 active military and civilian decreases are associated with the completion of the planned reorganization of air defense and surveillance warning management responsibilities. Effective FY 1980, the ANGUS statutory tour officers will be accounted for as part of the Selected Reserve strengths.

i. Federal Agency Support.

Air Force Federal Agency Support Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	0.2	0.3	0.3
Reserve Components			
USAFR	0.1	0.2	0.2
<u>Civilian</u>	*	*	*

*Fewer than 50.

This category includes manpower supporting other federal agencies on either a reimbursable or nonreimbursable basis. The manpower in this category remains stable through FY 1980. The FY 1979 active military increase is due primarily to rounding. USAFR manpower increases reflect higher unit manning levels to improve readiness.

5. Individuals. The Individuals accounts contain manpower required for transients; patients, prisoners, and holdees; trainees and students; and Air Force Academy cadets.

a. Transients

Air Force Transient Manpower
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
<u>Military</u>			
Active	17.8	13.5	13.1

Transient manpower is required to maintain unit manning at authorized levels while military members are in travel and leave-enroute status during PCS moves.

The decreases in transient manpower is a result of updated factors for transient requirements and reduced PCS moves.

b. Patients, Prisoners, and Holdees

Air Force Patient, Prisoner, and Holdee Manpower
(End Strength in Thousands)

<u>Military</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Active	0.7	0.7	0.7

Air Force manpower in this category includes patients, prisoners, and personnel assigned to the Correctional and Rehabilitation Squadron for retraining and remains constant through the program.

c. Trainees and Students

Air Force Trainee and Student Manpower
(End Strength in Thousands)

<u>Military</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Active	32.9	33.3	33.3
Reserve Components			
ANGUS	1.6	2.6	2.3
USAFR	1.2	2.0	2.0

This category accounts for people undergoing training. A significant, though temporary, shortfall in assigned strength at the end of FY 1978 results in an apparent increase in overall active military trainees/students requirement in FY 1979. Programmed increases for FY 1979 are driven by higher undergraduate pilot training (UPT) rates, officer training school (OTS), and increased tactical training requirements. The overall increase is partially offset by reductions in general skill training (including continued implementation of the 40-hour classroom/laboratory week), professional military education student loads and, consistent with congressional direction, student inputs for other professional education courses.

Although overall active military trainees/students remain constant in FY 1980, increases for OTS, UPT, and the Airman Education and Commissioning Program are offset by reductions in general skill training.

Reserve component manpower changes in FY 1979 and FY 1980 reflect accession program changes.

d. Cadets

Air Force Cadet Manpower
(End Strength in Thousands)

<u>Military</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Active	4.4	4.4	4.4

This category includes only Air Force Academy cadets and remains constant throughout the program.

CHAPTER XIII

DEFENSE AGENCY MANPOWER REQUIREMENTS

A. Introduction

This chapter contains the manpower requirements of the:

Office of the Secretary of Defense (OSD)
- Staff
- Operating Activities 1/
- Washington Headquarters Service (WHS) 2/
Organization of the Joint Chiefs of Staff (OJCS)
Department of Defense Dependents Schools (DoDDS)
Defense Advanced Research Projects Agency (DARPA)
Defense Communications Agency (DCA)
Defense Contract Audit Agency (DCAA)
Defense Intelligence Agency (DIA)
Defense Investigative Service (DIS)
Defense Logistics Agency (DLA)
Defense Mapping Agency (DMA)
Defense Nuclear Agency (DNA)
Uniformed Services University of the Health Sciences (USUHS)

These organizations, collectively called the defense agencies for the purposes of this report, perform specialized functions supporting the entire Department of Defense. The National Security Agency is excluded from this report for security reasons.

B. Manpower Requirements

The manpower requirements of the combined defense agencies are shown in the following table. All military strengths displayed in the table and throughout this chapter are included in service strengths in the preceding chapters. In all tables in this chapter, detail may not add to totals due to rounding.

1/ Includes personnel assigned to the Armed Forces Information Service, the US Court of Military Appeals, the Defense Security Assistance Agency, the Civilian Health and Medical Program of the Uniformed Services, and the Tri-Service Medical Information System Project Office.

2/ Provides administrative support for OSD staff and operating activities.

Defense Agency Manpower Requirements
(End Strength in Thousands)

	<u>FY 78*</u>	<u>FY 79</u>	<u>FY 80</u>
Military	7.1	7.4	7.6
Civilian, Direct Hire and Indirect Hire	<u>77.5</u>	<u>77.6</u>	<u>79.0</u>
Total	84.5	85.0	86.6

*Includes the Defense Civil Preparedness Agency (590 people) which is transferred in FY 1979 from DoD to the newly established Federal Emergency Management Agency.

The FY 1978 data shown throughout this chapter are actual strengths as contrasted to manpower space authorizations in FY 1979 and FY 1980. Actual civilian strengths are typically below authorizations because vacated positions cannot always be immediately refilled. This accounts for all apparent FY 1978 to FY 1979 civilian increases in this chapter unless otherwise indicated.

The mission and associated manpower requirement of each agency are discussed in the following paragraphs. At the end of this chapter, the combined Defense Agency manpower requirement is displayed by DPPC.

1. Office of the Secretary of Defense (OSD).

a. Staff. OSD staff provides the Secretary of Defense with the analytical capability and specialized expertise necessary for him to fulfill his management responsibilities over the vast and complex operations of the Defense Department.

OSD manpower requirements are shown in the following table.

OSD Staff Manpower Requirements
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Military	0.4	0.4	0.4
Civilian	<u>1.2</u>	<u>1.3</u>	<u>1.3</u>
Total	1.6	1.7	1.7

b. Operating Activities of OSD. "Operating Activities" are comprised of five separate organizations which do not directly support the Secretary of Defense, but because of their relatively small size and for the sake of efficiency, draw upon the same administrative resources as OSD rather than set up duplicative operations of their own.

These five small specialized organizations are described below.

(1) The Armed Forces Information Service (AFIS) is responsible for the DoD Armed Forces Information Program including the dissemination of all internal information and the management of materials and resources used in support of such programs.

(2) The US Court of Military Appeals serves as the supreme court of the United States system of military justice. It has jurisdiction over every court-martial case involving death, flag or general officers, dismissals, discharges, confinement for one year or more, and certain military justice cases of lesser penalties.

(3) The Defense Security Assistance Agency (DSAA) is responsible for management of the DoD Military Assistance and Foreign Military Sales Programs.

(4) The Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) manages the payment for medical care in non-military facilities for retired members and for dependents or survivors of active or retired members.

(5) The Tri-Service Medical Management Information System (TRIMIS) Program Office centrally manages the development and application of standardized automated systems to improve the effectiveness and economy of health care in the military services.

The combined manpower requirement of the operating activities of OSD is shown in the following chart.

Manpower Requirements
Operating Activities of OSD
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Military	0.1	0.1	0.1
Civilian	0.4	0.4	0.4
Total	0.4	0.5	0.5

c. Washington Headquarters Services (WHS).

The newly established Washington Headquarters Services (WHS) provides administrative support to the OSD staff and the five operating activities. The manpower in WHS was previously accounted for as part of the OSD staff. WHS manpower requirements are shown below:

Manpower Requirements
Washington Headquarters Services
 (End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Military	0.1	0.1	0.1
Civilian	0.2	0.3	0.3
Total	0.3	0.4	0.4

2. Organization of the Joint Chiefs of Staff (OJCS).

OJCS provides military expertise and technical and administrative support to the Chairman and the Joint Chiefs of Staff in discharging their statutory responsibilities as the principal military advisors to the President and the Secretary of Defense. OJCS manpower requirements are as follows:

OJCS Manpower Requirements
 (End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Military	1.0	1.0	1.0
Civilian	0.3	0.3	0.3
Total	1.2	1.3	1.3

3. Department of Defense Dependents Schools (DoDDS).

DoDDS administers and operates the primary and secondary schools for the dependents of Defense personnel assigned overseas.

DoDDS Manpower Requirements
 (End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Civilian Only	9.2	9.7	10.9

DoDDS requirements increase by 300 in FY 79 to provide special education programs required by the Defense Dependents Education Act of 1978. The increase in FY 1980 is due to the takeover of Panama Canal Zone Schools.

4. Defense Advanced Research Projects Agency (DARPA).

DARPA manages high-risk, high-payoff basic research and applied technology programs. The Agency's objective is to select and pursue revolutionary technology developments that minimize the possibility of technological surprise and to offer potential for major increases in national defense capability. In the performance of its work, the Agency utilizes the services of the military departments, other government agencies, private industrial and public entities, individuals, and education or research institutions.

The following table shows DARPA's manpower requirements.

DARPA Manpower Requirements
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Military	*	*	*
Civilian	0.1	0.1	0.1
Total	0.1	0.1	0.1

*Fewer than 50 spaces.

5. Defense Communications Agency (DCA).

DCA is responsible for:

- System engineering and management of the Defense Communications System (DCS).
- System architect functions for current and future Military Satellite Communications (MILSATCOM) Systems.
- System engineering and technical support to the National Military Command System (NMCS) and the Minimum Essential Communications Network (MECN).
- Engineering and technical support to the Worldwide Military Command and Control System (WMCCS).
- Procuring leased communications circuits, services, facilities, and equipment for DoD and other government agencies.

DCA's manpower requirements are shown on the following table.

<u>DCA Manpower Requirements</u> (End Strength in Thousands)		
	<u>FY 78</u>	<u>FY 79</u>
Military	1.4	1.4
Civilian	1.6	1.6
Total	3.0	3.0
		3.1

6. Defense Contract Audit Agency (DCAA).

DCAA provides the procurement and contract administration activities of the Department with financial information and advice on proposed or existing contracts and contractors. DCAA's services are used in connection with negotiation, administration and settlement of contract payments and prices. DCAA also provides audit services to 27 other Federal departments and agencies. Prime among these is the National Aeronautics and Space Administration.

DCAA manpower requirements are as follows:

<u>DCAA Manpower Requirements</u> (End Strength in Thousands)		
	<u>FY 78</u>	<u>FY 79</u>
Civilian	3.5	3.5
		3.5

The increasing contract audit manpower requirement reflects increased procurement and related workload.

7. Defense Intelligence Agency (DIA).

The primary mission of DIA is to produce finished, all-source foreign military intelligence products and estimates; determine information gaps and validate intelligence collection requirements; provide plans, programs, policies, and procedures for DoD intelligence collection activities; produce or manage the production of DoD scientific and technical intelligence; serve as the J-2 of JCS; and operate the Defense attache system.

The DIA supports the intelligence requirements of the Secretary of Defense, Joint Chiefs of Staff, unified and specified commands, military departments, the National Security Council, various other departments of the Executive Branch, and congressional committees.

The table below shows DIA manpower requirements:

<u>DIA Manpower Requirements</u> (End Strength in Thousands)			
	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Military	1.7	1.8	1.8
Civilian	2.5	2.6	2.5
Total	4.2	4.3	4.3

The increase in civilian manpower in FY 1979 is for required enhancement of analytical capabilities in basic, scientific, and technical intelligence production.

8. Defense Investigative Service (DIS).

DIS performs personnel security investigations for the DoD components to determine the suitability of an individual for employment in a position of trust within the Department or a facility performing under classified contracts. DIS also performs criminal investigations and crime prevention surveys for the Defense Logistics Agency, and conducts special investigations as directed by the Secretary of Defense.

The following table shows the manpower requirements of the DIS.

<u>DIS Manpower Requirements</u> (End Strength in Thousands)			
	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Military	0.3	0.2	0.2
Civilian	1.4	1.6	1.5
Total	1.7	1.8	1.7

In reviewing the President's FY 1976 Budget, the Congress directed that civilians replace most of the military manpower in the Agency. The directed civilian substitution program will be completed by end-FY 1979. Further efficiencies result in a slight civilian reduction during FY 1980.

9. Defense Logistics Agency (DLA).

DLA provides common supplies and a broad range of logistic services to the military departments, other defense components, Federal agencies, and authorized foreign governments. Supply management responsibilities include clothing, subsistence and medical goods, industrial and construction material, and petroleum products. Logistic services rendered by DLA include contract administration, surplus personal property disposal, documentation services to the R&D community and operation of the Federal Cataloging System.

DLA is the largest of the defense agencies, accomplishing its varied missions both in the United States and overseas through 25 major field activities.

The manpower required for DLA's extensive operations is displayed in the following table.

DLA Manpower Requirements 1/
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Military	1.0	1.1	1.1
Civilian	47.9	47.3	47.3
Total	48.9	48.4	48.4

1/ Includes approximately 400 civilian assigned to the Defense Audit Service (DAS). DAS, a separate agency, is assigned to DLA for administration and support.

The civilian reduction between FY 1978 and FY 1979 is due to the transfer of contract compliance functions to the Department of Labor.

10. Defense Mapping Agency (DMA).

DMA produces and distributes aeronautical, hydrographic, and topographic products for all DoD components and manages and coordinates all DoD mapping, charting, and geodesy activities. The Agency also executes DoD mapping responsibilities under international and inter-agency agreements. DMA has statutory responsibility for providing nautical charts and marine navigation data for all vessels of the United States.

DMA manpower requirements are depicted below.

DMA Manpower Requirements
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Military	0.4	0.4	0.4
Civilian	7.7	7.8	7.9
Total	8.1	8.3	8.3

The gradual increases in FY 1979 and FY 1980 are necessary to support cartographic requirements of the cruise missile.

11. Defense Nuclear Agency (DNA).

DNA is the consolidated manager of the DoD nuclear weapons stockpile. The Agency also manages the nuclear weapon effects test and development programs. DNA manpower requirements are shown in the following table.

DNA Manpower Requirements
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Military	0.5	0.5	0.5
Civilian	0.6	0.6	0.6
Total	<u>1.1</u>	<u>1.1</u>	<u>1.1</u>

12. Uniformed Services University of the Health Sciences (USUHS).

USUHS was created by PL 92-426 to provide high quality education in health sciences to selected individuals who demonstrate dedication to a career in the health professions of the uniformed services. The University is authorized to grant appropriate advanced academic degrees.

The total manpower requirements, including staff, faculty, and students, of the growing University are as follows:

USUHS Manpower Requirements
(End Strength in Thousands)

	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>
Military	0.2	0.4	0.5
Civilian	0.3	0.5	0.7
Total	<u>0.6</u>	<u>0.9</u>	<u>1.2</u>

C. FY 1980 Defense Agency Manpower Requirements.

Defense Agency manpower requirements do not change significantly in FY 1980.

D. Manpower Requirements By DPPC.

The following tables show the military and civilian requirements of the combined defense agencies, arrayed by DPPC.

DEFENSE AGENCIES MILITARY^{1/} MANPOWER REQUIREMENTS
(End Strength in Thousands)

	FY 1978 <u>Actual</u>	FY 1979 <u>FY 1980</u>	FY 1980 <u>Budget</u>
<u>Strategic</u>	0.6	0.7	0.7
Offensive Strategic Forces	-	-	-
Defensive Strategic Forces	-	-	-
Strategic Control and Surveillance	0.6	0.7	0.7
<u>Tactical/Mobility</u>	-	-	-
Land Forces	-	-	-
Tactical Air Forces	-	-	-
Naval Forces	-	-	-
Mobility Forces	-	-	-
<u>Auxiliary Activities</u>	3.0	3.2	3.2
Intelligence	1.6	1.7	1.7
Centrally Managed Communications	0.9	0.9	0.9
Research and Development	0.2	0.2	0.2
Geophysical Activities	0.4	0.4	0.4
<u>Support Activities</u>	3.2	3.3	3.3
Base Operating Support	0.1	0.1	0.1
Medical Support	*	*	*
Personnel Support	0.1	0.1	0.1
Individual Training	*	0.1	0.1
Force Support Training	-	-	-
Central Logistics	0.9	1.0	1.0
Centralized Support Activities	0.4	0.3	0.3
Management Headquarters	1.7	1.7	1.7
Federal Agency Support	-	-	-
<u>Subtotal-Force Structure Allowance</u>	6.9	7.1	7.2
<u>Individuals</u>	0.2	0.3	0.4
Transients	-	-	-
Patients, Prisoners, and Holdées	-	-	-
Students, Trainees	0.2	0.3	0.4
Cadets	-	-	-
<u>Total</u>	7.1	7.4	7.6

Note: Detail may not add to totals due to rounding.

1/ Military strengths in agencies are also included in service tables.
NSA is excluded due to security reasons.

* Fewer than 50.

DEFENSE AGENCIES CIVILIAN^{1/} MANPOWER REQUIREMENTS
(Direct and Indirect Hire End Strength in Thousands)

	FY 1978 Actual	FY 1979 FY 1980	FY 1980 Budget
<u>Strategic</u>	0.5	0.5	0.6
Offensive Strategic Forces	-	-	-
Defensive Strategic Forces	-	-	-
Strategic Control and Surveillance	0.5	0.5	0.6
<u>Tactical/Mobility</u>	-	-	-
Land Forces	-	-	-
Tactical Air Forces	-	-	-
Naval Forces	-	-	-
Mobility Forces	-	-	-
<u>Auxiliary Activities</u>	10.8	11.0	11.0
Intelligence	2.4	2.4	2.4
Centrally Managed Communications	0.7	0.7	0.7
Research and Development	0.2	0.2	0.2
Geophysical Activities	7.5	7.7	7.7
<u>Support Activities</u>	66.2	66.0	67.5
Base Operating Support	6.1	5.7	5.7
Medical Support	0.2	0.2	0.3
Personnel Support	9.3	9.8	11.0
Individual Training	0.3	0.5	0.7
Force Support Training	-	-	-
Central Logistics	40.3	40.2	40.2
Centralized Support Activities	5.4	5.7	5.7
Management Headquarters	4.5	4.0	4.0
Federal Agency Support	-	-	-
<u>Total</u>	77.5	77.6	79.0

Note: Detail may not add to totals due to rounding.

1/ NSA manpower is excluded due to security reasons.

PART C - Special Analyses

Part C contains special analyses of five subjects related to the Defense manpower program.

Chapter XIV	-	Cost of Manpower
Chapter XV	-	Women in the Military
Chapter XVI	-	Productivity
Chapter XVII	-	Manpower Data Structure
Chapter XVIII	-	Security Assistance Manpower

Chapter XIV

COST OF MANPOWER

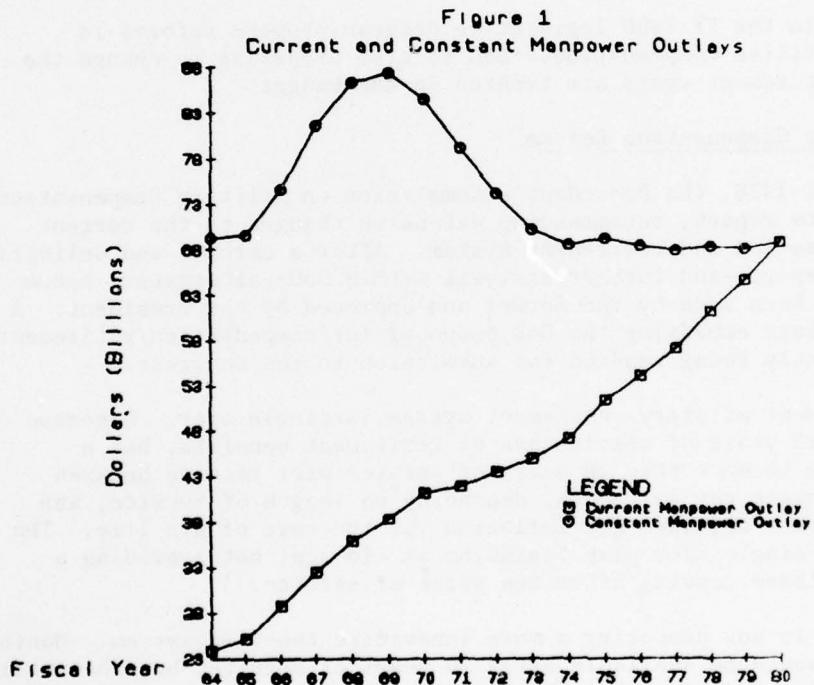
A. Introduction

DoD outlays for manpower costs will be \$68 billion in the President's budget for FY 1980. This chapter discusses the makeup of those costs.

The chapter is divided into two major sections. The first deals with the broad manpower cost picture, explaining trends and initiatives. The second section presents a detailed discussion of Defense manpower costs for the reader who desires a thorough understanding of the cost of manpower.

B. Perspectives1. Constant versus Current Dollar Defense Spending

Current dollars are the prices actually paid for goods and services in a particular year. Constant dollars reflect the spending for goods and services in any year based upon prices that existed in a specified base year. Figure 1 below shows the FY 1964-80 trends in current and constant dollar manpower costs.



Note that although the current dollar trend is upward, the constant dollar trend follows the expansion and contraction of the defense work force.

2. Pay Raise Assumptions

The pay raise assumptions contained in the FY 1980 budget submissions and the previous actual experience are:

	<u>Military/General Schedule</u>	<u>Wage Board</u>
FY 74	4.8%	10.2% ^{1/}
FY 75	5.5%	8.9%
FY 76	5.0%	9.0%
FY 77	4.8%	8.3%
FY 78	7.1%	7.9% ^{2/}
FY 79	5.5%	5.3%
FY 80	5.5%	5.5%
Cumulative FY 74-80	38.2%	55.1%

1/ Includes approximately 4% increase which was a catch-up increase resulting from the release from economic controls effective the first pay period after April 30, 1974.

2/ Average actual increase since 1 October 1978.

C. Initiatives

Initiatives in the FY 1980 legislative program propose reforms in military and civilian compensation. DoD is also proposing to change the way military retirement costs are treated in the budget.

1. Military Compensation Reform

In April 1978, the President's Commission on Military Compensation (PCMC) issued its report, recommending extensive changes to the current military compensation and retirement system. After a careful and deliberate review of the report--and further analysis within DoD--alternative recommendations have been made by the SecDef and approved by the President. A legislative package embodying the DoD proposal for compensation/retirement reform is currently being readied for submission to the Congress.

The current military retirement system is single tier. A person leaving before 20 years of service has no retirement benefits, but a person leaving with more than 20 years of service will receive between 50% and 75% of basic pay per month, depending on length of service, and receive that amount adjusted for inflation for the rest of his life. The PCMC proposed a single tier plan beginning at old age, but providing a trust fund for those leaving after ten years of service.

DoD is now proposing a more innovative two-tier system. Monthly payments still would be available after 20 years of service, but the retirement period would be divided into two tiers. The first tier called "deferred income" would start when a member retires around age 40 to 50 and would run to age 60. The benefit level in this tier would be reduced significantly

under the new system. For example, a military member retiring under the current system with 20 years of service would receive 50% of basic pay, but he would receive about 37.5% of basic pay during the first tier period under the new plan.

The second tier would begin when a retiree reached age 60. His annual retirement pay would increase to a level close to what he would receive under the current system, but there would be certain differences. Annuities in both tiers would be calculated on the average of the member's earnings in his highest two years, rather than on his basic pay on the last day of active duty, and would be offset by part of the benefits earned under Social Security.

Two features of the proposed system are particularly significant. First, the member's old age retirement would be vested at ten years of service (for the old age, second tier). Currently, a member who leaves the Services before twenty years has no vesting. Second, a member would be able to draw an advance against retirement of ten months basic pay after ten years of service and up to twenty months basic pay at fifteen years of service. If the member should leave before twenty years of service, those advances would be charged against old age retirement benefits. For the member who ultimately retires, with twenty or more years of service, the advances would result in reduced first-tier benefits. This added flexibility in the use of accrued benefits is expected to be popular, once it is available, and is expected to improve retention, especially between five and fifteen years of service.

On balance, the new system is expected to provide about as much old age protection as the current system, would have attractive tradeoffs for early withdrawal of funds, would reduce the cost of retirement paid to retirees between ages 37 and 60 years, and after a period of transition would save more than 30% of military retirement costs annually.

2. Civilian Pay Reform

DoD supports legislation proposed by the Office of Personnel Management (OPM) to reform Federal Wage System pay-setting for blue collar employees. The Department supports the principle of comparability, which holds that federal employees should receive pay comparable to pay in the private sector. Current law, however, results in federal pay above comparability levels for some blue collar employees.

The proposed legislation would eliminate the principal source of overpayment of federal blue collar personnel. First, it would match the average federal wage which is at step 4 to the average current local prevailing rate. Currently step 2 is matched to the average local rate, resulting in average federal pay of nearly 8 percent above that of comparable private sector personnel. Second, the legislation would repeal the Monroney Amendment, which leads to the overpayment of federal workers because their pay in some cases is not based on local prevailing rates,

but upon prevailing rates in other, higher-wage areas. Third, it would also eliminate the uniform night shift differential, which is higher than most locally established differentials. And finally, it would permit wage surveys to include state and local employees, whose current exclusion distorts federal pay levels because of inadequate surveying of many federal occupations.

3. Accrual Military Retirement

DoD is again proposing legislation to change the way the budget accounts for military retired pay. The budget now reflects only the annuity costs of military personnel who have already retired. Under the proposed legislation, the budget would reflect the retirement benefits being earned by military personnel on active or reserve duty. This change is designed primarily to improve personnel management by focusing attention on those retirement costs that can be controlled. Because the proposal involves complex changes in many parts of the budget that are contingent upon enactment of the legislation, the changes have not been reflected in the budget schedules.

D. Description of Defense Manpower Costs

1. History

DoD outlays for manpower costs have risen from \$24 billion in the last pre-Vietnam year, FY 1964, to \$68 billion in the President's budget for FY 1980. The change in manpower costs over this period has had three distinct phases:

(a) FY 1964-1968. Strength increased during the late 1960s because of the Vietnam war. The Defense budget rose sharply and manpower costs rose with the budget.

(b) FY 1968-1976. During these years, there was an effort to restrain total Defense spending, while instituting an all-volunteer force. In spite of significant post-Vietnam reductions in both military and civilian strength, manpower costs climbed during this period. The key factors causing this climb included:

- Inflation in the general economy which necessitated compensating pay raises for both current and retired employees, as well as increasing the cost of manpower support;
- Pay increases approved by Congress during the period to accomplish several specific goals:
- Achieve and maintain rough comparability between military and Civil Service pay levels and corresponding private sector pay levels;

- Achieve more competitive and equitable pay levels for junior enlisted and officer personnel as we moved into the non-draft environment;
- Large increases in the number of military personnel retiring (a result of the decision to maintain much higher force levels following World War II).

(c) FY 1976-1980. We are now experiencing a modest growth in manpower costs due to inflation. The numbers of currently employed personnel are decreasing or remaining constant. Pay raises increase their cost and the total cost of DoD manpower. The number of retired personnel is increasing and they are receiving cost of living raises which, in turn, raise total DoD manpower costs.

2. Cost Categories

The manpower cost categories used in this chapter are described below.

(a) Military Personnel Appropriations, one for each Service, fund all the active military pay, cash allowances, permanent change of station travel expenses, and the cost of feeding military people (subsistence-in-kind) in military messes or with field rations.

(b) Defense Family Housing Appropriation funds the leasing, construction, and maintenance of family housing for military personnel. This appropriation includes funds for paying civilians. However, these costs are counted under another cost category, civilian costs, in this chapter. Thus, the Defense Family Housing cost category excludes civilian costs to avoid double counting and should therefore not be compared with the total Defense Family Housing appropriation.

(c) Military Retired Pay Appropriation funds the compensation of retired military personnel for previous service. The retired pay appropriation is a single appropriation for DoD and is not normally shown by Service. The amount funded in this appropriation depends on the retired military population and, except in a very long-term context, is independent of the current force. The budget does not reflect future retirement costs for members of the current force.

(d) Reserve and Guard Personnel Appropriations, one for each of the six Reserve Components, fund reserve drills, active duty training, ROTC, full-time reservists for administration and training, and the Health Profession Scholarship Program. These appropriations cover basically the same elements as the military personnel appropriations.

(e) Civilian Costs. Unlike military personnel costs which are funded through separate appropriations, civilian costs are spread

among several appropriations in accordance with the function being performed. The following table shows the percent of the FY 1980 DoD civilian costs contained in each of the functional appropriations.

Table 1
FY 1980 Civilian Costs by Appropriation

<u>Appropriations Account</u>	<u>Percent of Civilian Costs</u>
Operations and Maintenance	85.5
RDT&E	8.8
Procurement ^{1/}	3.2
Defense Family Housing	1.4
Military Construction	1.1
Total	100.0

^{1/} No civilian personnel are actually paid by procurement appropriations. Personnel shown here are paid by Stock Funds.

Civilian costs include compensation for both direct and indirect hires. Also included are the DoD contribution to retirement, and health and life insurance.

(f) Personnel Support Costs. Personnel support costs are defined as the non-pay portions of the costs of the following functions:

- Individual Training
- Medical Support (including CHAMPUS)
- Recruiting and Examining
- Overseas Dependent Education
- Base Operating Support (50% of total)
- Other Personnel Support

The direct personnel costs, including pay, are not included in personnel support costs, as they have already been included in the previously defined cost categories. Explanations of the personnel support costs for each of the above listed functions are presented in Section E-1 which follows.

3. Cost Trends

Table 2 shows the trends in manpower costs and the associated strengths for the President's FY 1980 budget and selected historical years including payments to retired military personnel. Table 3 shows the same trends with the estimated accrued liability for retirement of the current force paid by the Military Personnel and Reserve and Guard Personnel appropriations. Readers may wish to compare costs under the current system with those which would have occurred if DoD had been setting money aside for the future retirement of the current force.

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Table 2
 DEFENSE MANPOWER COSTS WITH MILITARY RETIRED PAY APPROPRIATION 1/
 (Outlays, \$ Billion)

	Actual								FY 80 President's Budget Request	
	FY 64	FY 68	FY 73	FY 74	FY 75	FY 76	FY 77	FY 78	FY 79	FY 80
Defense Outlays	49.5	77.3	73.2	77.6	84.9	87.9	95.6	103.0	111.9	122.7
Manpower Outlays										
Military Personnel Appropriations	12.3	19.0	21.7	22.1	23.2	23.3	23.9	25.1	26.2	27.6
Def. Family Housing Appropriations 2/	.5	.4	.6	.7	.9	1.0	1.1	1.1	1.2	1.2
Military Retired Pay Appropriations 3/	1.2	2.1	4.4	5.1	6.2	7.3	8.2	9.2	10.3	11.4
Reserve and Guard Personnel Approps.	.7	.9	1.5	1.6	1.7	1.8	1.9	2.0	2.1	2.2
Civilian Costs 4/	7.5	10.6	13.6	14.1	15.3	16.4	17.5	18.9	19.8	20.8
Personnel Support Costs 5/	1.7	2.8	2.7	2.9	3.7	3.8	3.8	4.2	4.6	4.6
Total Manpower Costs	23.9	35.8	44.5	46.6	51.1	53.5	56.3	60.5	64.2	67.8
End Strengths (000s)										
Regular Employees										
Active Military	2687	3547	2252	2161	2127	2081	2074	2061	2050	2050
Civilians 4/										
Direct Hire	1035	1274	998	1015	989	960	939	936	917	907
Indirect Hire	140	119	102	94	89	87	83	81	78	78
Total	1176	1393	1100	1109	1078	1047	1022	1017	994	985
Total	3863	4940	3352	3270	3205	3128	3095	3078	3044	3035
Others										
Selected Reserve 6/	953	922	919	925	896	823	808	788	807	798
Retired	435	651	948	1012	1073	1132	1199	1243	1280	1320

1/ Data exclude civil functions.

2/ Excludes civilian pay portion of this appropriation which is included under civilian costs.

3/ For those already retired. Future retirement costs for current members are not currently reflected in the budget.

4/ The cost of civilians is budgeted under the functional appropriations--e.g., operations and maintenance, family housing, RDT&E. Often indirect hire civilians are excluded from manpower cost and strength data.

5/ Excludes the pay of military and civilian personnel since they are accounted for separately. Includes costs of individual training, medical support, recruiting and examining, overseas dependent education, half of base operating support, and a miscellaneous category.

6/ Includes National Guard and Reserve technicians who are also counted as civilian employees. Includes all people attending paid drills or receiving initial training. In FY 1980, the reserve data also include officers on statutory tours and other reservists on full-time duty for the purpose of organizing, administering, recruiting, instructing, or training the reserve forces.

Table 3
 DEFENSE MANPOWER COSTS WITH ACCRUED MILITARY RETIREMENT 1/
 (Outlays, \$ Billion)

	Actual								FY 80 President's Budget Request	
	FY 64	FY 68	FY 73	FY 74	FY 75	FY 76	FY 77	FY 78	FY 79	FY 80
Defense Outlays	49.5	77.3	73.2	77.6	84.9	87.9	95.6	103.0	111.9	122.7
Manpower Outlays										
Military Personnel Appropriations	12.3	19.0	21.7	22.2	23.2	23.3	23.9	25.1	26.2	27.6
Def. Family Housing Appropriations <u>2/</u>	.5	.4	.6	.7	.9	1.0	1.1	1.1	1.2	1.2
Accrued Retirement Liability <u>3/</u>	2.7	4.3	5.8	5.9	6.1	6.2	6.4	6.8	7.1	7.1
Reserve and Guard Personnel Appropriations	.7	.9	1.5	1.6	1.7	1.8	1.9	2.0	2.1	2.2
Civilian Costs <u>4/</u>	7.5	10.6	13.6	14.1	15.3	16.4	17.5	18.9	19.8	20.8
Personnel Support Costs <u>5/</u>	1.7	2.8	2.7	2.9	3.7	3.8	3.8	4.2	4.6	4.6
Total Manpower Costs	25.4	38.0	45.9	47.4	51.0	52.4	55.1	58.1	61.0	63.5
End Strengths (000s)										
Regular Employees										
Active Military	2687	3547	2252	2161	2127	2081	2074	2061	2050	2050
Civilians <u>4/</u>										
Direct Hire	1035	1274	998	1015	989	960	939	936	917	907
Indirect Hire	140	119	102	94	89	87	83	81	78	78
Total	1176	1393	1100	1109	1078	1047	1022	1017	994	985
Total	3863	4940	3352	3270	3205	3128	3095	3078	3044	3035
Others										
Selected Reserve <u>6/</u>	953	922	919	925	896	823	806	788	807	798
Retired	435	651	948	1012	1073	1132	1199	1243	1280	1320

1/ Data exclude civil functions.

2/ Excludes civilian pay portion of this appropriation which is included under civilian costs.

3/ Estimated for comparison with Military Retired Pay Appropriation which funds retirement payments for those already retired.

4/ The cost of civilians is budgeted under the functional appropriations--e.g., operations and maintenance, family housing, RDT&E. Often indirect hire civilians are excluded from manpower cost and strength data.

5/ Excludes the pay of military and civilian personnel, since they are accounted for separately. Includes costs of individual training, medical support, recruiting and examining, overseas dependent education, half of base operating support, and a miscellaneous category.

6/ Includes National Guard and Reserve technicians who are also counted as civilian employees. Includes all people attending paid drills or receiving initial training. In FY 1980, the reserve data also include officers on statutory tours and other reservists on full-time duty for the purpose of organizing administering, recruiting, instructing, or training the reserve forces.

E. Detailed FY 1980 Manpower Costs

The costs in this section are derived from budget support detail submitted to Congress and, therefore, are stated in total obligational authority (TOA). The pay raise contingency fund is provided as a separate item for each cost classification. Since these data are in TOA, they will not compare exactly with the cost data provided elsewhere in this chapter.

1. FY 1980 Manpower Costs

Table 4 provides a detailed breakout of FY 1980 manpower costs by DoD Component. Key elements, indexed in the margins of Table 4, are discussed in more detail following the table.

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Table 4
FY 1980 MANPOWER COSTS BY COMPONENT
(From FY 80 President's Budget in TOA-SM)

<u>Index</u>	<u>COST CATEGORIES</u>	<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>	<u>Defense Agencies</u>	<u>Total DoD</u>	<u>DoD Wide</u>	<u>Index</u>
<u>Military Personnel Appropriations</u>									
(a)	Basic Pay	6,642	4,603	1,476	5,457		18,178	(a)	
(b)	Basic Allowances - Quarters (BAQ)	759	605	161	688		2,213	(b)	
(c)	Subsistence (Cash and In-Kind)	769	537	176	579		2,062	(c)	
(d)	Bonuses	126	158	24	36		344	(d)	
(e)	Other Pays	129	187	22	163		501	(e)	
(f)	Other Allowances	434	220	96	270		1,021	(f)	
(g)	FICA	403	279	90	329		1,102	(g)	
(h)	PCS Travel	570	368	101	487		1,527	(h)	
(i)	Cadet Pay and Allowances	23	24	-	24		70	(i)	
(j)	Miscellaneous	4	3	2	4		13	(j)	
	<u>Subtotal</u>	<u>9,861</u>	<u>6,983</u>	<u>2,149</u>	<u>8,038</u>		<u>27,030</u>		
	- Reimbursables (Pay and Allowances)								
	<u>Direct Obligations</u>	<u>-106</u>	<u>-90</u>	<u>-14</u>	<u>-161</u>		<u>-372</u>		
		<u>9,755</u>	<u>6,893</u>	<u>2,135</u>	<u>7,876</u>		<u>26,658</u>		
(k)	<u>Pay Raise Contingency</u>	<u>491</u>	<u>343</u>	<u>108</u>	<u>396</u>		<u>1,338</u>	(k)	
	<u>TOTAL MILITARY PERSONNEL APPROPRIATIONS</u>	<u>10,246</u>	<u>7,236</u>	<u>2,243</u>	<u>8,272</u>		<u>-</u>	<u>27,997</u>	
<u>Reserve and Guard Personnel Appropriations</u>									
(l)	Basic Pay	1,103	114	60	357		1,635	(l)	
(m)	Allowances	186	8	10	70		274	(m)	
(n)	Clothing and Travel	130	36	12	37		215	(n)	
(o)	Other	53	25	5	24		108	(o)	
	<u>Direct Obligations</u>	<u>1,472</u>	<u>184</u>	<u>87</u>	<u>488</u>		<u>2,231</u>		
	<u>Pay Raise Contingency</u>	<u>67</u>	<u>8</u>	<u>3</u>	<u>22</u>		<u>100</u>		
	<u>TOTAL RES/GRD PERSONNEL APPROPRIATIONS</u>	<u>1,539</u>	<u>192</u>	<u>90</u>	<u>510</u>		<u>-</u>	<u>2,331</u>	

Index	COST CATEGORIES	Army	Navy	Marine Corps	Air Force	Defense Agencies	DoD Wide	Total DoD	Total DoD Index
(p)	Defense Family Housing Appropriation (nonpay)	-	-	-	-	-	-	1,322	1,322 (p)
(q)	Military Retired Pay Appropriation	-	-	-	-	-	11,466	11,466	(q)
	<u>Civilian Costs 1/ 2/</u>								
(r)	Salaries	6,027	5,979	4,477	1,471	251	18,205		(r)
(s)	Health and Life Insurance	179	178	133	44	7	541		(s)
(t)	Retired Pay (DoD Contribution)	424	421	315	104	18	1,282		(t)
	<u>Direct Obligations</u>	<u>6,630</u>	<u>6,578</u>	<u>4,925</u>	<u>1,618</u>	<u>276</u>	<u>20,028</u>		
	<u>Pay Raise Contingency</u>	<u>300</u>	<u>226</u>	<u>184</u>	<u>63</u>	<u>11</u>	<u>784</u>		
	<u>TOTAL CIVILIAN COSTS 1/ 2/</u>	<u>6,930</u>	<u>6,804</u>	<u>5,109</u>	<u>1,681</u>	<u>287</u>	<u>20,812</u>		
	<u>Personnel Support Costs 1/</u>								
(u)	Individual Training	485	371	245	6	1,107			(u)
(v)	Medical Support	313	202	235	792	1,542			(v)
(w)	Recruiting and Examining	120	87	25	0	232			(w)
(x)	Overseas Dependents Education	0	0	0	186	186			(x)
(y)	Base Operating Support (50%)	792	470	948	32	2,242			(y)
(z)	Other Personnel Support	1	56	31	0	88			(z)
	<u>Total Personnel Support Costs 1/</u>	<u>1,710</u>	<u>1,186</u>	<u>1,484</u>	<u>1,016</u>	<u>-</u>	<u>5,396</u>		
	<u>TOTAL MANPOWER COSTS 1/</u>	<u>20,425</u>	<u>15,418</u>	<u>2,333</u>	<u>15,375</u>	<u>2,697</u>	<u>13,075</u>	<u>69,323</u>	

NOTE: Detail may not add to totals due to rounding.

1/ Navy civilian costs and personnel support costs are Department of Navy totals including Marine Corps.

2/ Defense-wide totals include the costs of civilians employed under the Defense Family Housing, Military Court of Appeals, Civilian Defense, and Military Assistance Accounts.

(a) Basic Pay (\$18,178 million TOA) is the only element of compensation received in cash by every active duty military member. It ranges in FY 1980 from \$5,032 a year for a new recruit to \$47,500 a year for a four-star officer. The amount of basic pay any member receives is a function of his pay grade and length of military service. For this reason, the total value of basic pay is controlled by the total number of people in uniform and their grade and length of service distribution.

(b) Basic Allowance - Quarters (BAQ) (\$2,213 million TOA) is paid to military members who do not occupy government housing, or when the government housing occupied is declared inadequate. Members without dependents who are provided government quarters or who are assigned to field or sea duty receive a partial BAQ payment to offset certain undesirable and unintended effects of pay raise reallocation. In addition to the overall strength, BAQ is a function of the force grade distribution and dependency status and of the numbers and condition of units of government housing. The range of BAQ in FY 1980 is from \$1,037 a year for an E-1 with no dependents to \$5,371 a year for a flag/general officer with dependents. The costs of in-kind housing are not shown in this category but are included in the family housing and base operating support categories.

(c) Subsistence (\$2,062 million TOA) represents both the cost of food for military personnel eating in military messes, and cash payments to military members in lieu of food (called Basic Allowance for Subsistence (BAS)). In FY 1980, all officers are entitled to cash allowances of \$753.61 a year. Enlisted members receive "subsistence-in-kind" in military messes, or in the form of field rations. Enlisted members are paid a cash allowance of \$3.38 per day when a mess is not available. They receive \$3.00 per day, or \$1,095 annually when on leave or authorized to mess separately, which is the most common form of BAS. When assigned to duty under emergency conditions where no U.S. messing facilities are available, the rate is \$4.48 per day. This BAS rate, however, is rarely used. In addition to varying with strength, subsistence costs vary with the number of people assigned to locations where no mess is available, and with general food prices.

(d) Bonuses (\$344 million TOA) include both Enlistment and Reenlistment Bonuses.

(1) Enlistment Bonus (\$49 million TOA) is paid as an incentive for people to enlist in shortage skills. In FY 1980, Army, Navy, and Marine Corps personnel enlisting in combat and some combat support skills will receive this incentive. The maximum enlistment bonus allowed by law is \$3,000, but the actual level is a function of supply and demand in the national youth labor market. For FY 1980 the maximum bonus programmed is \$2,500. This program is under the Armed Forces Enlisted Personnel Bonus Revision Act (PL 93-277), which was extended until 30 September 1980 by the FY 1979 Defense Authorization Bill.

(2) Reenlistment Bonus (\$295 million TOA) includes Selective Reenlistment Bonus, Regular Reenlistment Bonus (saved-pay), and Variable Reenlistment Bonus obligated installment payments. All personnel who were on active duty on the effective date (June 1, 1974) of PL 93-277, receive the regular bonus up to a cumulative total of \$2000 over a 20-year period. PL 93-277 limited the payment of reenlistment bonuses to critical skills with chronic and sustained shortages. This law replaced the Regular and Variable Reenlistment Bonuses with the Selective Reenlistment Bonus (SRB). The SRB is given only to qualified people reenlisting in a critical and shortage skill during the first ten years of active military service. The current maximum SRB level is \$15,000 for nuclear skills, with a \$12,000 maximum for other critical skills. The SRB concept is intended to apply the economic laws of supply and demand to the career manpower requirements of the Services on a skill-by-skill basis. PL 93-277 was extended until September 1980 by the FY 1979 Defense Authorization Bill.

(e) Other Pays (\$501 million TOA) include Incentive, Special, and Proficiency Pay.

(1) Incentive Pay (\$258 million TOA) includes payments made to personnel engaged in hazardous duty, such as flying, submarine duty, flight deck duty, and parachute jumping. Payments are influenced by the grade distribution, as well as by the number of qualifying personnel. Although incentive pay varies with the strength of special populations, it does not vary directly with total strength.

(2) Special Pays (\$201 million TOA) are paid to medical and nuclear qualified officers to continue on active duty. Sea duty pay, paid to enlisted members at sea, is also a Special Pay.

(3) Proficiency Pay (\$42 million TOA) is authorized for enlisted personnel in critical undermanned skill areas and for those in special requirements. These payments are, in effect, additional incentives to attract and retain people. In accordance with the intent of Congress, Proficiency Pay has been sharply curtailed in favor of the use of the Selective Reenlistment Bonus.

(f) Other Allowances (\$1,021 million TOA) include uniform allowances, junior enlisted station allowances, separation payments, station allowances, and family separation allowances.

(1) Uniform Allowances (\$298 million TOA) include the cost of providing uniforms to enlisted members entering active duty, and to Reserve officers and ROTC graduates upon commissioning. Also included in these allowances are the costs of uniform maintenance for enlisted personnel with more than six months of active service.

(2) Overseas Junior Enlisted Station Allowances (\$98 million TOA) provide cost-of-living, housing, and temporary lodging for enlisted personnel in grades E-1 through E-3, and E-4's with less than two years service who are authorized PCS travel for dependents.

(3) Separation Payments (\$326 million TOA) are paid to four groups of people who are leaving the Services: (a) members with unused leave accrued for which they receive lump sum terminal leave payments; (b) members separated for physical disability reasons; (c) officers separated for reasons of unfitness or failure of promotion; or (d) reserve members involuntarily released from active duty after completing at least five years continuous active duty. The largest component in terms of cost among these four groups is lump sum terminal leave. The value of this component is influenced by the rate of basic pay and the number of days of unused leave. In conjunction with the FY 1977 budget, the President proposed, and Congress enacted a law (PL 94-361) which limits to 60 days the total terminal leave in a career for which an individual can be paid, and prohibits quarters or subsistence payments for any leave accrued after 31 August 1976.

(4) Overseas Station Allowances (\$365 million TOA) are payments made to certain military personnel serving outside the continental United States to reimburse them for increased cost of living in the areas designated. These separate allowances take the form of per diem for cost of living, housing, and temporary lodging. The rates vary by geographical location and by the availability of commissary and post exchange facilities.

(5) Family Separation Allowances (\$32 million TOA) in increments of \$30/month are paid to military members who are serving at duty stations apart from their dependents to reimburse them for added expenses incident to such separation. A member with dependents assigned to a station where dependents are not allowed, on board a ship away from home port for a continuous period of more than 30 days, or ordered to temporary duty away from his permanent station for more than 30 days is entitled to receive the family separation allowance. A member maintaining two homes is entitled to BAQ at the "Without Dependents" rate.

(g) FICA Contributions (\$1,102 million TOA) are those payments made for Old Age, Survivors, and Disability Insurance (Social Security) by the Defense Department as the employer of military personnel. Payments are influenced by the levels of basic pay and the Social Security tax rates established by law.

(h) PCS Travel (\$1,527 million TOA) is the cost of moving people and their households when they enter the Service, move for training, leave the Service, are reassigned to a new duty station, or are part of a unit movement to a new duty location. The following table shows detailed PCS costs by type and Service for FY 1980.

Table 5
FY 1980 Permanent Change of Station (PCS) Costs
(\$Millions-TOA)

	<u>Army</u>	<u>Navy</u>	<u>Marine Corps</u>	<u>Air Force</u>	<u>DoD</u>
Accession travel	96	50	18	42	206
Training travel	35	28	3	18	85
Operational travel	29	69	9	58	166
Rotational travel	277	142	51	282	753
Separation travel	104	56	15	65	240
Travel of Organizations	9	16	3	1	28
Non-Temporary Storage	19	8	2	21	49
Overseas Junior Enlisted Travel (JET)*	(43)	(16)	(7)	(32)	(98)
Total Obligations	570	369	101	487	1,527
Less Reimbursements	- 8	- 4	- 1	- 7	- 20
Total Direct Obligations	562	365	100	480	1,507

Note: Details may not add to totals due to rounding.

*For FY 1980 JET has been folded into the other PCS Travel move categories -- the dollars shown here for JET are non-add only.

(i) Cadet Pay and Allowances (\$70 million TOA) includes the pay and allowances of those attending the Military Academy, the Naval Academy, and the Air Force Academy.

(j) Miscellaneous Costs (\$13 million TOA) include death gratuities and apprehension of deserters.

(1) Death Gratuities (\$8 million TOA) are paid to beneficiaries of military personnel who die on active duty. The cost of these payments varies with the age distribution of the force and levels of hostilities as well as with overall strength.

(2) Apprehension of Deserters (\$4 million TOA) covers the costs of finding and returning military deserters to military control.

(k) Pay Raise Contingency Funds (\$2,236 million TOA total: \$1,338 million for active military; \$14 million for retired military personnel; \$100 million for Reserve/Guard; and \$784 million for civilians) are listed as a proposed supplemental in the President's budget to cover expected FY 1980 military and civilian pay raises.

(l) Reserve Pay (\$1,635 million TOA) includes drill pay and pay for active duty for training of Reserve Component personnel.

(m) Allowances (\$274 million TOA) include BAQ, which was described under item 2, and subsistence, as described under item 3 in this section. Other allowances include special and incentive pays, and also FICA payments, as discussed above.

(n) Clothing and Travel (\$215 million TOA) includes both cash allowances and in-kind clothing issued to recruits, and the cost of travel and transportation of persons in the Reserve Personnel Appropriations.

(o) Other Reserve/Guard Military Personnel Costs (\$108 million TOA) include monthly student stipends (ROTC, Armed Forces Health Scholarships, and Platoon Leader Class), Death Gratuities, and Administrative Duty Pay.

(p) Defense Family Housing Appropriation (Non-Pay) (\$1,322 million TOA) funds leasing, construction, and maintenance of family housing for military personnel. The total appropriation includes funds for paying civilians, which are counted in this report under civilian costs. To avoid double counting, this civilian pay has been excluded from the Defense Family Housing cost category.

(q) Military Retired Pay Appropriation (\$11,466 million TOA) funds the compensation of retired military personnel for previous service. The retired pay appropriation is a single appropriation for DoD and is not normally shown by Service. This appropriation depends on the retired military population, and is independent of the current force. It is an item peculiar to DoD; no other government agency shows retirement costs in this format. DoD is again proposing a shift to accrual accounting for military retirement, as discussed in Section C-3, above.

(r) Salaries (\$18,205 million TOA) are the direct monetary compensation paid to civilian employees including basic pay, overtime, incentive and special pays.

(s) Health and Life Insurance (\$541 million TOA) includes the government share of the DoD Civilian Health and Life Insurance programs. This currently amounts to about 60% of the health program costs and 33% of the life insurance program.

(t) Retired Pay (DoD Contribution) (\$1,282 million TOA) is the DoD contribution, as employer, to the Civil Service retirement fund. This is currently 7% of the civilian salaries.

(u) Individual Training (\$1,107 million TOA) includes all the non-pay parts of individual training, including recruit training, flight training, professional training, Service Academies, and other training of individuals (rather than units).

(v) Medical Support (\$1,542 million TOA) includes the non-pay parts of medical support including CHAMPUS (Civilian Health and Medical Program of the Uniformed Services), military hospitals and some research and development activities.

(w) Recruiting and Examining (\$232 million TOA) is the non-pay part of recruiting and examining (including advertising) military personnel.

(x) Overseas Dependents Education (\$186 million TOA) includes the non-pay part of this program.

(y) Base Operating Support (50%) (\$2,242 million TOA) includes half of the non-pay part of Base Operating Support (BOS) costs. The 50% factor is an estimate of the portion of non-pay BOS costs related to the support of people.

(z) Other Personnel Support Costs (\$88 million TOA) is a miscellaneous category covering the non-pay part of personnel administration, civilian education and development programs, and other personnel activities.

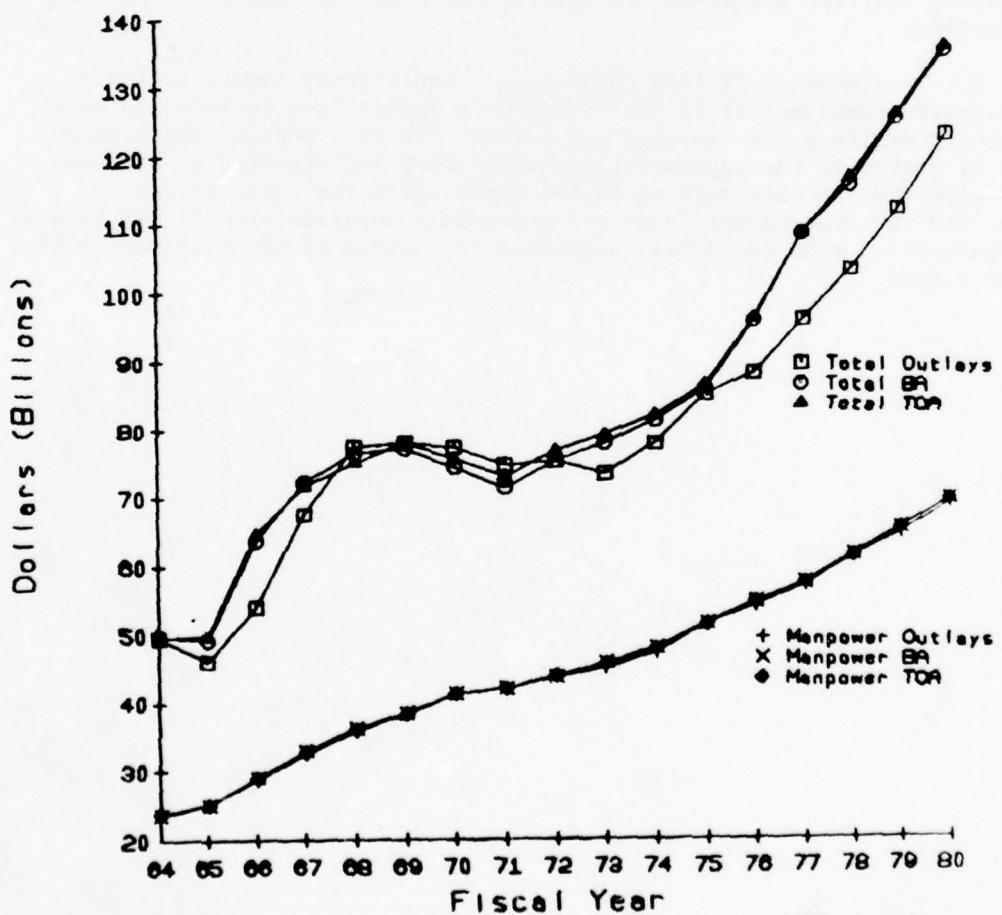
2. Treatment of FY 1980 Pay Raises. Contingency funds, listed as a proposed supplemental in the President's Budget, are included to cover expected military and civilian pay raises. In this report, these funds are allocated to the appropriations where they are expected to be spent. The exception to this rule is in E-1 above where the costs are in TOA, and the contingency funds are shown as a separate item to maintain comparability with the detail submitted in support of the President's FY 1980 budget.

3. Outlays, TOA, BA Comparisons

Figure 2 shows the manpower cost and total budget trends in Outlays, BA, and TOA. The manpower costs are relatively stable regardless of the cost classification, but the defense budget total can change significantly depending on which expenditure category is used.

FIGURE 2

Outlays, BA, TOA Comparisons



F. Current Civilian and Military Pay Rates

The active military, General Schedule, and Wage Board pay rates are in Tables 6, 7, and 8. Note that the Wage Board pay table is a simple average for 133 areas. Each area has its own distinct pay table. This table is included as a sample only. The pay per training assembly for military Reserve personnel is at Table 9. A training assembly is usually a four hour training period. The annual pay for Reserves is a function of the number of drills which varies by pay group. Table 10 shows Regular Military Compensation (RMC) for active military personnel. RMC is the total of basic pay; quarters (BAQ) and subsistence (BAS) allowances; and the estimated value of the tax advantage which results because BAQ and BAS are not taxable. RMC figures shown in Table 10 are the averages for each pay grade and longevity step assuming that all military personnel receive the allowances in cash. All of these tables are as of 1 October 1978 and do not include the pay raise scheduled for October 1979.

TABLE 6

Military Pay

Monthly basic pay effective 1 October 1978

		Years of service													
Pay Grade	Under 2	2	3	4	5	6	7	10	12	14	16	18	20	22	24
Commissioned Officers															
O-10	3298.20	3414.30	3414.30	3414.30	3414.30	3414.30	3414.30	3545.10	3816.90	4089.90*	4089.90*	4363.50*	4363.50*	4635.60	
O-9	2923.20	3000.00	3063.60	3063.60	3063.60	3141.90	3141.90	3222.10	3272.10	3545.10	3545.10	3816.90	3816.90	4089.90	
O-8	2647.50	2727.00	2791.80	2791.80	2800.00	2814.30	2814.30	2872.10	2914.30	3272.10	3414.30	3687.30	3687.30	4089.90	
O-7	2199.90	2349.60	2349.60	2349.60	2349.60	2454.90	2454.90	2597.40	2777.00	3000.00	3206.10	3206.10	3206.10	3206.10	
O-6	1630.50	1791.90	1906.60	1906.60	1906.60	1906.60	1906.60	1906.60	1906.60	1973.40	2043.00	2454.90	2597.40	2817.00	
O-5	1304.40	1531.80	1637.40	1637.40	1637.40	1637.40	1637.40	1687.20	1777.50	1896.30	2028.50	2155.80	2220.60	2298.30	
O-4	1089.50	1328.30	1428.00	1428.00	1428.00	1454.10	1454.10	1518.90	1622.10	1713.60	1791.90	1869.90	1922.10	1922.10	
O-3	862.80	1162.10	1220.70	1220.70	1250.80	1415.40	1415.40	1466.70	1545.30	1622.10	1662.00	1662.00	1662.00	1662.00	
O-2	890.70	972.90	1168.60	1208.10	1233.00	1233.00	1233.00	1233.00	1233.00	1233.00	1233.00	1233.00	1233.00	1233.00	
O-1	773.10	804.90	872.90	872.90	872.90	872.90	872.90	872.90	872.90	972.90	972.90	972.90	972.90	972.90	
Commissioned Officers with over 4 years active service as enlisted members															
O-3	0	0	0	1350.90	1415.40	1466.70	1545.30	1622.10	1687.20	1687.20	1687.20	1687.20	1687.20	1687.20	
O-2	0	0	0	1208.10	1233.00	1272.30	1338.30	1389.90	1428.00	1428.00	1428.00	1428.00	1428.00	1428.00	
O-1	0	0	0	872.90	1039.20	1077.60	1116.60	1155.60	1206.10	1206.10	1206.10	1206.10	1206.10	1206.10	
Warrant Officers															
W-4	1040.70	1116.60	1142.10	1164.30	1246.80	1299.00	1389.90	1454.10	1505.70	1545.30	1596.00	1649.40	1777.50	1777.50	
W-3	946.20	1026.30	1039.20	1051.50	1126.30	1194.30	1233.00	1272.30	1310.40	1350.30	1403.10	1454.10	1505.70	1505.70	
W-2	828.60	886.10	896.10	922.20	922.20	1026.30	1065.00	1104.00	1142.10	1182.00	1220.70	1259.40	1310.40	1310.40	
W-1	690.30	781.70	791.70	857.40	896.10	934.80	972.90	1013.10	1051.50	1090.20	1128.30	1158.80	1188.80	1188.80	
Enlisted members															
E-9	0	0	0	0	0	0	0	1182.30	1236.90	1265.40	1293.30	1318.50	1388.10	1522.80	
E-8	0	0	0	0	0	0	0	992.10	1047.00	1047.00	1047.00	1102.50	1155.80	1223.70	
E-7	692.70	747.60	775.50	802.20	830.10	856.20	883.50	911.10	952.20	979.20	1006.80	1019.70	1068.40	1380.20	
E-6	588.20	652.20	678.50	724.40	761.40	789.30	830.10	856.20	883.50	897.00	897.00	897.00	897.00	897.00	
E-5	525.30	571.50	589.40	625.50	666.30	693.60	721.20	747.60	761.40	761.40	761.40	761.40	761.40	761.40	
E-4	544.90	593.10	564.20	608.40	632.40	632.40	632.40	632.40	632.40	632.40	632.40	632.40	632.40	632.40	
E-3	485.40	517.10	632.80	553.80	553.80	553.80	553.80	553.80	553.80	553.80	553.80	553.80	553.80	553.80	
E-2	467.40	467.40	467.40	467.40	467.40	467.40	467.40	467.40	467.40	467.40	467.40	467.40	467.40	467.40	
E-1	419.40	419.40	419.40	419.40	419.40	419.40	419.40	419.40	419.40	419.40	419.40	419.40	419.40	419.40	

While serving as Chairman of the Joint Chiefs of Staff, Chief of Staff of the Army, Chief of Naval Operations, Chief of the Air Force, or Commandant of the Marine Corps, basic pay for the grade is \$5,114.70 regardless of cumulative years of service (See "Endorse").

While serving as Sergeant Major of the Army, Sergeant Major of the Navy, Sergeant Major of the Air Force, or Sergeant Major of the Marine Corps, basic pay for the grade is \$5,150.00 regardless of cumulative years of service (See "Endorse").

TABLE 6 - Continued

Monthly basic allowance for quarters rates

Pay Grade	Without Dependents		With Dependents	
	Full Rate ¹	Partial Rate ²	Full Rate ¹	Partial Rate ²
Commissioned Officers				
O-10	\$357.90	\$50.70	\$447.60	
O-9	357.90	50.70	447.60	
O-8	357.90	50.70	447.60	
O-7	357.90	50.70	447.60	
O-6	321.30	39.60	391.80	
O-5	286.10	33.00	356.70	
O-4	263.70	26.70	318.30	
O-3	231.90	22.20	286.20	
O-2	201.30	17.70	254.70	
O-1	156.90	13.20	204.60	
Warrant Officers				
W-4	\$254.10	\$25.20	\$306.60	
W-3	226.50	22.70	279.30	
W-2	197.10	15.90	250.50	
W-1	177.90	13.80	230.40	
Enlisted Members				
E-9	\$191.70	\$18.60	\$269.70	
E-8	176.70	15.30	249.30	
E-7	150.30	12.00	231.90	
E-6	136.50	9.90	213.30	
E-5	131.10	8.70	195.90	
E-4	115.80	8.10	172.50	
E-3	103.50	7.80	150.30	
E-2	91.50	7.20	150.30	
E-1	88.40	6.80	150.30	

¹ Payment of the full rate of basic allowance for quarters at these rates for members of the uniformed services to personnel without dependents is authorized by 37 United States Code 403 and Part IV of Executive Order 11157, as amended.

² Payment of the partial rate of basic allowance for quarters at these rates to members of the uniformed services without dependents who, under 37 United States Code 403(b) or 403(c), are not entitled to the full rate of basic allowance for quarters, is authorized by 37 United States Code 1009(d) and Part IV of Executive Order 11157, as amended.

Basic allowance for subsistence rates

Officer:	562.80 per month
Enlisted Members:	
When on leave or authorized to mess separately:	\$ 3.00 per day
When quarters in kind are not available:	\$ 3.38 per day
When assigned to duty under emergency conditions where no messing facilities of the United States are available:	\$ 4.48 per day

TABLE 7
Annual General Schedule Pay Rates
FY 1979

Step	1	2	3	4	5	6	7	8	9	10
GS-1	\$6,561	\$6,780	\$6,999	\$7,218	\$7,437	\$7,656	\$7,875	\$8,094	\$8,313	\$8,532
2	7,422	7,669	7,916	8,163	8,410	8,657	8,904	9,151	9,398	9,645
3	8,366	8,645	8,924	9,203	9,482	9,761	10,040	10,319	10,598	10,877
4	9,391	9,704	10,017	10,330	10,643	10,956	11,269	11,582	11,895	12,208
5	10,507	10,857	11,207	11,557	11,907	12,257	12,607	12,957	13,307	13,657
6	11,712	12,102	12,492	12,882	13,272	13,662	14,052	14,442	14,832	15,222
7	13,014	13,448	13,882	14,316	14,750	15,184	15,618	16,052	16,486	16,920
8	14,414	14,894	15,374	15,854	16,334	16,814	17,294	17,774	18,254	18,734
9	15,920	16,451	16,982	17,513	18,044	18,575	19,106	19,637	20,168	20,699
10	17,532	18,116	18,700	19,284	19,868	20,452	21,036	21,620	22,204	22,788
11	19,263	19,905	20,547	21,189	21,831	22,473	23,115	23,757	24,399	25,041
12	23,087	23,857	24,627	25,397	26,167	26,937	27,707	28,477	29,247	30,017
13	27,453	28,368	29,283	30,198	31,113	32,028	32,943	33,858	34,773	35,688
14	32,442	33,523	34,604	35,685	36,766	37,847	38,928	40,009	41,090	42,171
15	38,160	39,432	40,704	41,976	43,248	44,520	45,792	47,064	*48,336	*49,608
16	44,756	46,248	*47,740	*49,232	*50,724	*52,216	*53,708	*55,200	*56,692	
17	*52,429	*54,177	*55,925	*59,673	*59,421					
18	*61,449									

*The asterisk shows grades and steps within grades that would not get any U.S. Civil Service Commission salary increase because Congress has frozen federal salaries at \$47,500.

Table 8
 FEDERAL WAGE SYSTEM NATIONAL AVERAGE SCHEDULE (APPROPRIATED FUND)
 CONVERTED TO YEARLY RATES*
 (As of September 30, 1978)

GRADE/STEP	Wage Grade Rates					Wage Leader Rates					Wage Supervisor Rates				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
1	9,700	10,100	10,500	10,900	11,300	10,700	11,100	11,500	12,000	12,400	14,200	14,800	15,400	16,000	16,500
2	10,200	10,700	11,100	11,500	12,000	11,300	11,700	12,200	12,700	13,100	14,700	15,400	16,000	16,600	17,200
3	10,500	11,300	11,800	12,200	12,600	11,900	12,400	12,900	13,400	13,900	15,400	16,000	16,700	17,300	17,900
4	11,400	11,900	12,400	12,900	13,400	12,600	13,100	13,600	14,100	14,700	16,000	16,600	17,300	17,900	18,600
5	12,000	12,500	13,000	13,500	14,000	13,200	13,800	14,400	14,900	15,500	16,600	17,200	17,900	18,600	19,300
6	12,600	13,200	13,700	14,200	14,700	13,900	14,500	15,100	15,600	16,200	17,200	17,900	18,600	19,300	20,000
7	13,200	13,800	14,400	14,900	15,500	14,600	15,200	15,800	16,400	17,000	17,700	18,500	19,200	20,000	20,700
8	13,800	14,400	15,000	15,600	16,100	15,200	15,800	16,500	17,100	17,700	18,300	19,100	19,900	20,700	21,400
9	14,500	15,100	15,700	16,300	16,900	15,900	16,600	17,200	17,900	18,600	19,300	19,800	20,500	21,300	22,100
10	15,100	15,700	16,300	16,900	17,600	16,600	17,200	17,900	18,600	19,300	20,400	21,200	22,000	22,800	
11	15,700	16,300	17,000	17,600	18,300	17,200	17,900	18,600	19,400	20,100	20,900	21,700	22,600	23,400	
12	16,200	16,900	17,600	18,300	19,000	17,900	18,600	19,400	20,100	20,800	20,700	21,600	22,400	23,300	24,100
13	16,900	17,600	18,300	19,000	19,700	18,600	19,300	20,100	20,900	21,700	21,500	22,400	23,300	24,200	25,100
14	17,500	18,200	18,900	19,700	20,400	19,200	20,000	20,800	21,600	22,400	22,300	23,400	24,300	25,300	26,200
15	18,100	18,800	19,600	20,300	21,100	19,900	20,700	21,500	22,400	23,200	23,600	24,600	25,500	26,500	27,500
16															
17															
18															
19															

* Rates at Step 2, WG represent a simple average of 133 area wage schedules, Alaska and Puerto Rico excluded. Rates are converted from hourly rates by multiplying by 2,080, representing 52 40-hour weeks.

Table 9
Daily Drill Pay Per Training Assembly - Reserve Personnel

		EFFECTIVE 1 OCTOBER 1978										YEARS OF SERVICE				
PAY GRADE	UNDER 2	2	3	4	6	8	10	12	14	16	18	20	22	24	26	
COMMISSIONED OFFICERS																
WARRANT OFFICERS																
0-8	88.25	90.90	93.06	93.06	100.00	104.73	104.73	109.07	113.81	118.17	122.91	122.91				
0-7	73.33	78.32	78.32	81.83	86.58	90.90	100.00	106.87	106.87	106.87	106.87	106.87				
0-6	54.35	59.73	63.62	63.62	63.62	63.62	63.62	65.78	76.20	80.10	81.83	86.58	93.90			
0-5	43.48	51.06	54.58	54.58	56.24	59.25	63.21	67.95	71.86	74.02	76.61	76.61				
0-4	36.65	44.61	47.60	47.60	48.47	50.63	54.07	57.12	59.73	62.33	64.07	64.07	64.07			
0-3	34.06	38.07	40.69	45.03	47.18	48.89	51.51	54.07	55.40	55.40	55.40	55.40	55.40			
0-2	29.69	32.43	38.96	40.27	41.10	41.10	41.10	41.10	41.10	41.10	41.10	41.10	41.10			
0-1	25.77	26.83	32.43	32.43	32.43	32.43	32.43	32.43	32.43	32.43	32.43	32.43	32.43			
COMMISSIONED OFFICERS WITH OVER 4 YEARS ACTIVE SERVICE AS ENLISTED MEMBERS																
0-3	0.	0.	0.	45.03	47.18	48.89	51.51	54.07	56.24	56.24	56.24	56.24	56.24	56.24	56.24	56.24
0-2	0.	0.	0.	40.27	41.10	42.41	44.61	46.33	47.60	47.60	47.60	47.60	47.60	47.60	47.60	47.60
0-1	0.	0.	0.	32.43	34.64	35.92	37.22	38.52	40.27	40.27	40.27	40.27	40.27	40.27	40.27	40.27
WARRANT OFFICERS																
W-4	34.69	37.22	38.07	39.81	41.56	43.30	46.33	48.47	50.19	51.51	53.20	54.98	59.25			
W-3	31.54	34.21	34.64	35.05	37.61	39.81	41.10	42.41	43.68	45.03	46.77	48.47	50.19			
W-2	27.62	29.87	29.87	30.74	32.43	34.21	35.50	36.80	38.07	39.40	40.69	41.98	43.68			
W-1	23.01	26.39	26.39	26.58	29.87	31.16	32.43	33.77	35.05	36.34	37.61	38.96	38.96			
ENLISTED MEMBERS																
E-9	0.	0.	0.	0.	0.	0.	39.41	40.31	41.23	42.18	43.11	43.95	46.27	50.76		
E-8	0.	0.	0.	0.	0.	0.	33.07	33.99	34.90	35.82	36.75	37.60	38.53	40.79	45.34	
E-7	23.09	24.92	25.85	26.74	27.67	28.54	29.45	30.37	31.74	32.64	33.56	33.99	36.28	40.79		
E-6	19.94	21.74	22.65	23.60	24.48	25.38	26.31	27.67	28.54	29.45	29.90	29.90	29.90			
E-5	17.51	19.05	19.98	20.85	22.21	23.12	24.04	24.92	25.38	25.38	25.38	25.38	25.38			
E-4	16.83	17.77	18.81	20.28	21.08	21.08	21.08	21.08	21.08	21.08	21.08	21.08	21.08			
E-3	16.18	17.07	17.76	18.46	18.46	18.46	18.46	18.46	18.46	18.46	18.46	18.46	18.46			
E-2	15.58	15.58	15.58	15.58	15.58	15.58	15.58	15.58	15.58	15.58	15.58	15.58	15.58			
E-1	13.98	13.98	13.98	13.98	13.98	13.98	13.98	13.98	13.98	13.98	13.98	13.98	13.98			

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TABLE 10
REGULAR MILITARY COMPENSATION (RMC) - ACTIVE MILITARY PERSONNEL

THE AMERICAN

CHAPTER XV

WOMEN IN THE MILITARY

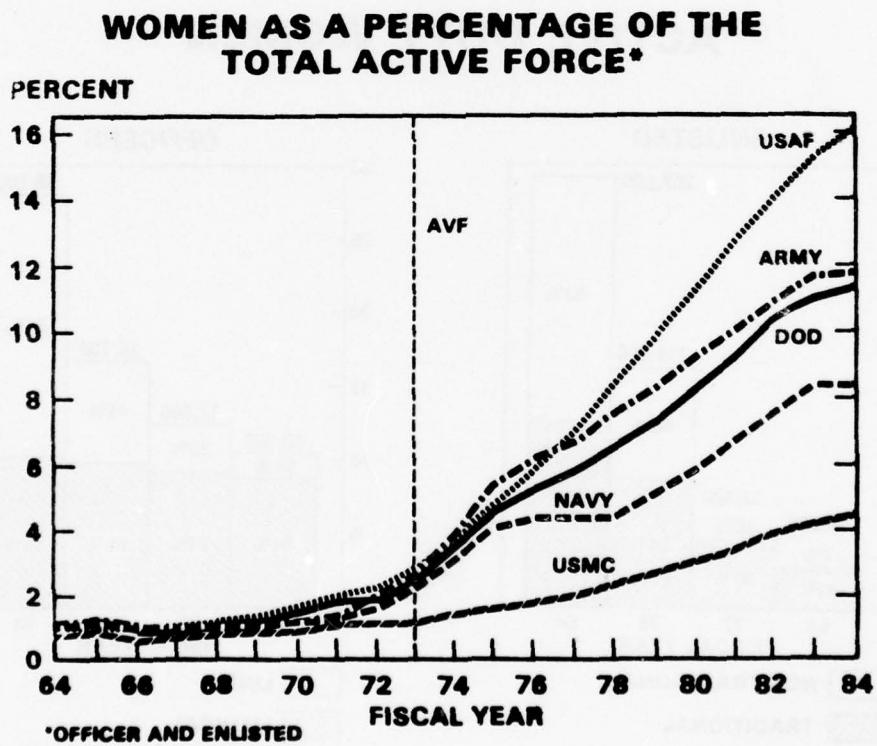
A. Introduction

The Department of Defense has continued its program for increasing the number of women in the military and for increasing the number of career fields open to them. The DoD has revised personnel policies in the areas of assignment, utilization and promotion toward the goal of achieving equal opportunity and treatment for women.

B. Numbers of Women in the Military

The number of women in the military services has doubled since 1970 and is expected to double again in the next five years. Women represented about 1% of strength until FY 1970. Since then the proportion of women has steadily grown, passing 6% of the force in FY 1978, and is projected to exceed 11% by FY 1984, as shown on the following figure.

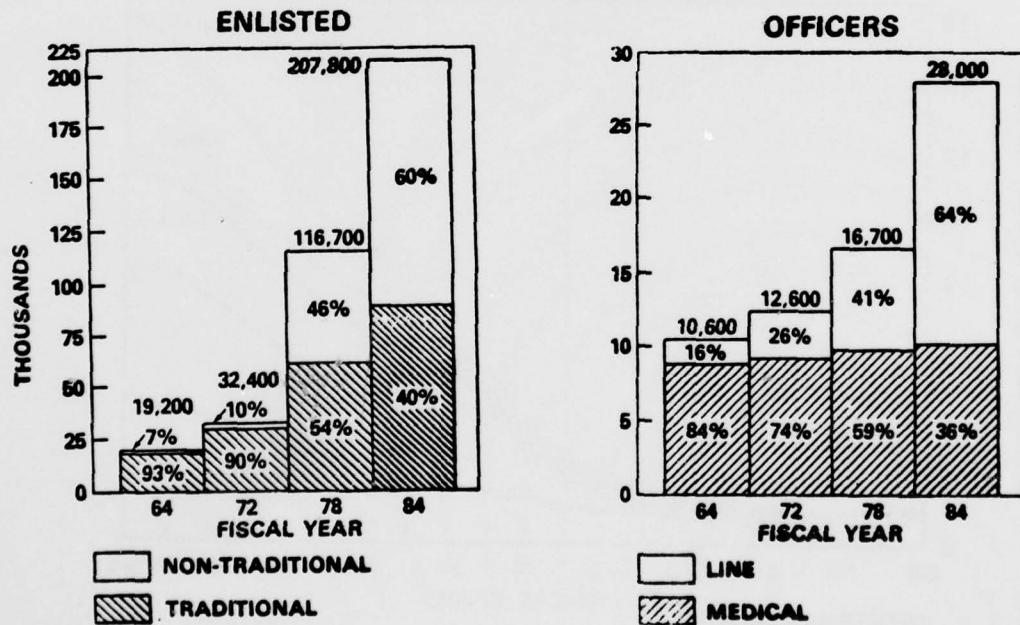
Figure 1



The Secretary of Defense approved the increases discussed above after a careful review of women's role and performance in the military. Not only have the number of women in the military increased, but those increases are concentrated in skills that were not traditionally filled by women. As shown on figure 2, only 7% of enlisted women were in non-traditional skills in 1964 and only 10% in 1972, but 46% were in non-traditional skills by 1978 and the percentage is estimated to reach 60% by 1984. Similarly, nearly all woman officers were medical branch officers in 1964, almost exclusively nurses. Thus, only 16% of woman officers were in the line in 1964. Line officers represented 26% of woman officers in 1972, rose to 41% in 1978 and are projected to reach 64% by 1984. These increases in enlisted women in nontraditional skills and woman line officers represent major changes in the role of women in the military. Today, women are an integral part of all of the Army's combat divisions. They receive the same training as men and are expected to serve with their units the same as men in those skills.

Figure 2

ACTIVE DUTY WOMEN



Two studies conducted by the Assistant Secretary of Defense (Manpower, Reserve Affairs and Logistics) show that women are performing well in their expanded roles. The first, entitled, "The Use of Women in the Military," published in May 1977 and updated in September 1978, concentrated on enlisted women. Parameters of analysis included promotion, accession prospects, retention, distribution by occupational group, attrition, physical differences, cost comparisons, deployability, and combat restrictions. The study found little difference in the performance of men and women. It concluded that more women were willing to enlist than were being taken and that they could be used productively. The second study entitled, "American Volunteers" addressed military women in the context of the All-Volunteer Force (AVF) and concluded that women are an essential part of the AVF.

In 1977, the Army completed a "MAXWAC" study which concluded that there was no degradation in mission performance in the field for company-level combat support/combat service support units with up to 35% of the members being women. Women on sustained field operations in Germany were tested in a study called REFWAC. Results published in May 1978 confirmed the findings of the "MAXWAC" study--support units on extended exercises which have a female content of up to ten percent, are not adversely affected by the presence of women and women who are properly trained for their jobs do as well as men with the same training.

C. Women in Combat

Section 303 of P.L. 95-79, states:

"For the purpose of promotion equality and expanding job opportunities for the female members of the Armed Forces, the Secretary of Defense shall within six months from the enactment of this section, submit to the Congress a definition of the term 'combat,' together with recommendations on expanding job classifications to which female members of the armed services may be assigned, and recommendations on any changes in law necessary to implement these recommendations."

In a letter dated 14 February 1978, the Deputy Secretary of Defense responded, "the term 'combat' refers to 'engaging an enemy or being engaged by an enemy in armed conflict.' Under current practices, a person is considered to be 'in combat' when he or she is in a geographic area designated as a combat/hostile fire zone by the Secretary of Defense. Members of the armed forces, not in a designated combat/hostile fire zone, may be designated as being 'in combat' by the Secretary of Defense based on specific circumstances and events. These definitions apply to men and women of all the services... Legislation is needed to modify the restrictions on assignment of women in the Navy and Air Force contained in 10 U.S.C. 6015 and 8549... The best long-term solution is to repeal both 10 U.S.C. 6015 and 8549. The Secretaries of the Military Departments should set policy for, monitor, and review the assignment of women within

their respective departments. The Secretary of Defense should review and approve the programs of the services and ensure compatibility among the services. A legislative proposal to accomplish this long-term goal will be submitted by the Department to the Congress."

Last year, the Congress modified 10 U.S.C. 6015, which restricts the assignment of Navy women from aircraft that are engaged in combat missions and vessels of the Navy other than hospital ships, transports, and other ships with similar missions. Women are now permitted to serve aboard some support ships as permanent crew and on any ship for temporary duty as long as it is not expected to be in combat. The Navy has had women aviators since 1973, but they are still restricted from serving in combat aircrews.

Restriction for women in the Air Force, similar to those on Navy women, are contained in 10 U.S.C. 8549; but this law has a much smaller effect on Air Force women than 10 U.S.C. 6015 has on Navy women because it affects only 15% of the positions in the Air Force as compared to almost 90% in the Navy. The Air Force has been training women for aircrew positions since 1976. Women are assigned to transport, tanker and trainer aircraft. The Air Force has been training women for missile crews since March 1978.

The Army has no legal constraint on the assignment of women; rather, the Secretary of the Army is vested with authority to determine what positions in the Army are open to women. Women now are assigned to all units except infantry, armor, cannon field artillery, combat engineers, and low altitude air defense artillery units of battalion/squadron size or smaller and in all military occupational specialties except those concentrated in such units. For example, women are assigned to combat support and combat service support units in divisions, including maintenance battalions, signal battalions, brigade level headquarters and certain artillery units.

The Department of Defense has proposed repeal of the restrictive laws (10 U.S.C. 6015 and 8549) and desires to have all the Service Secretaries set basic policy for the assignment of women. The Secretary of Defense would review these policies for consistency and appropriateness and report the status of women in the military annually to the Congress in this document.

D. Equality for Military Women

DoD and the individual military departments continue to be concerned about maximum utilization and full integration of women in the military. As more women are recruited and assigned to nontraditional jobs, military policies which adversely impact on women are being reviewed and modified where appropriate. Studies have been requested and are being conducted in such important areas as: field gear, equipment,

and sizing of clothing for proper fit for women; physical and mental performance requirements; and technical and physical training. The result of these studies will generate programs and policies designed to enhance a woman's ability to experience job satisfaction in the military and successfully compete for promotion and advancement.

In addition to these actions and continued support for repeal of the combat exclusionary laws (10 U.S.C. 6015 and 8549) discussed above, the following actions are being taken to further equality for military women:

- DoD is cooperating with the President's Task Force on Sex Discrimination and is conducting a comprehensive review of all laws, programs, policies, and practices which discriminate on the basis of sex. Upon completion of the review, the Task Force will report to the President on all matters identified. The President has promised to support legislation in order to abolish any sex discriminatory rules.

- The Assistant Secretary of Defense (Manpower, Reserve Affairs and Logistics) is continuing to revitalize and enlarge the Defense Advisory Committee on Women in the Services (DACOWITS) in order to strengthen the Committee's ability to advise DoD on internal policies which affect women.

- The Defense Race Relations Institute (DRRI) has increased instruction related to women in the military from four hours in 1977 to fifty-three hours, currently. The course includes lectures, panels, and discussions on sexism, legislation impacting on the use of military women, understanding of DoD and Service policies, and research findings.

- The Chief of Staff, U.S. Army, has sent a personal message to his field commanders reemphasizing the Army's policy that women soldiers are an integral part of the force and that women will deploy with their units in combat situations.

- The Chief of Naval Operations has stated that integration of women with the seagoing forces is an important milestone in Navy history and a move which improves the Navy's ability to provide adequate resources to carry out its commitments.

- All services are planning major increases in the number of women over the next five years; but the Air Force is planning the largest increase in women content of all the services, from present women representation of 46,000 to over 90,000 by 1984. One of every six Air Force personnel will be a woman in 1984. Department-wide, one of every eight military personnel will be a woman in 1984.

CHAPTER XVI

PRODUCTIVITY

A. Program Overview

The DoD productivity program was established in August 1975 by the directive titled, "Productivity Enhancement, Measurement and Evaluation -Policies and Responsibilities." This directive combined the existing output measurement, work methods and measurement, and Federal Government productivity programs into a single program. The objective is to achieve optimum productivity growth in order to obtain the highest level of preparedness within the resources available to the Department. The DoD program is comprised of the following elements:

1. A systematic approach to productivity enhancement, measurement and evaluation.
2. Proper use of all available means, disciplines, and techniques to improve productivity.
3. An aggressive methods and standards improvement effort.
4. A systematic approach to capital investment planning and financing which includes timely funding of productivity enhancing capital investment opportunities.
5. The use of productivity trend data in resource planning and control.
6. The establishment of realistic productivity enhancement goals.
7. A periodic evaluation of progress to assure achievement of appropriate levels of productivity.

The DoD program has been implemented in all military departments and defense agencies. The Department has developed a unique productivity enhancing capital investment program which promises to achieve excellent returns in manpower and dollar savings in future years. However, productivity measurement and evaluation efforts have not progressed to the level desired for optimum utility to management.

Recent guidance issued by the Office of the Secretary of Defense reemphasizes program priorities and is expected to improve the efficacy of the overall effort. The productivity data and measures contained in this chapter are based on information accumulated for the Federal

Government productivity report. To the degree that they match expressed congressional interests, they have been incorporated in this report on Defense productivity.

B. Program Responsibilities

The responsibility for DoD program policy and guidance is assigned to the Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics). Program management is achieved through a designated DoD Productivity Principal.

The Office of the Assistant Secretary of Defense (Comptroller) is responsible for providing guidance on the use of productivity in the programming and budgeting systems and for ensuring that existing management information and accounting systems are capable of providing productivity evaluation data.

Each military department and defense agency is responsible for implementing the DoD program throughout its organizations and for designation of a Productivity Principal to manage the program.

C. Composition Of The Program

1. Work Measurement and Methods Improvement.

Work measurement and methods improvement have been used across a broad range of Defense activities to improve operations and establish a data base for resource management, to develop staffing standards and for labor performance measurement. The most intensive applications have been in the depot maintenance, arsenal, depot supply and real property maintenance activities. These applications have resulted in significant productivity increases that have been documented in past work measurement program reports. Methods improvement is the evaluation of work situations or processes to determine the best methods and to eliminate the nonessential work. Work measurement, on the other hand, is the establishment of accurate and consistent time values for the accomplishment of specific amounts of work. Both techniques are recognized approaches to productivity improvement.

A natural evolution of the DoD work measurement program has been the standardization of processes and the times for their accomplishment in the Defense Work Measurement Standard Time Data Program. Data from this program can be applied to increase productivity through installation of standard methods in all activities and reduction of the time to analyze processes and establish appropriate time values. This DoD level compilation of standard time data was first published and made available in 1975. The data is maintained on a continuing basis and incorporates changes in processes and technology. This program is available to all DoD activities and is provided on request to other government agencies and private industry.

2. Capital Investment.

Current DoD productivity guidance requires that consideration be given to productivity enhancement in capital investment planning. However, capital investment opportunities within DoD activities sometime fail to realize their full benefit potential due to time lost between opportunity identification and the final receipt of funding. A unique program has been established which sets aside funds in procurement appropriations to solve this problem. Managers can use these funds to make opportunistic capital investments that are expected to repay costs within two years. These funds are known as Productivity Enhancing Incentive Funds (PEIF). A total \$19.3 million out of \$30 million requested for this purpose was authorized in Fiscal Year 1977.

Due to delays in program implementation and restrictions on funds management, only \$15.4 million in projects were funded during FY 1977. First year savings of \$16.2 million were predicted from these investments indicating excellent internal rate of return from the projects funded. At the end of FY 1977 there was a backlog of almost \$10 million worth of projects awaiting FY 1978 funding. Due to congressional concern for DoD's management of the program, funding was not authorized in FY 1978.

Disapproval of the FY 1978 PEIF requests has resulted in a cautious approach in FY 1979. A total of \$13.5 million was requested by the military departments, and the Defense Logistics Agency for this program. In authorizing this funding for FY 1979, Congress identified specific actions to be taken. These were:

- (a) Project costs would be limited to less than \$40,000.
- (b) DoD was to provide Congress a program plan to ensure that approved projects have been adequately evaluated and will be subject to post-investment appraisal and evaluation.

All requirements have been included in revised DoD program guidance and a plan as requested has been forwarded to the Congress. Results from the FY 1979 fund expenditures, however, will not be available until the FY 1982 budget submission due to the time lapse between project installation and realization of the projected savings.

3. Work Force Motivation.

DoD has been and will continue to be involved in developing effective means of motivating its personnel. The purpose of motivation efforts is twofold: first, to maintain a more dedicated and stable work force; second, to increase productivity.

Job enrichment techniques have been applied in both the military and civilian functions within DoD. These programs generally have been applied at a command or local level and have been tailored to meet the needs of individual organizations. Programs underway recognize that job enrichment will tend to provide an increased involvement of employees in their work and thereby improve the quality of working life and worker productivity. Although early efforts indicate positive results, it is premature to assess the impact of job enrichment on productivity.

Joint labor management councils which emphasize and institutionalize the joint involvement between labor and management in productivity improvement have been established within DoD. They also identify an area where management and labor can improve the quality of working life. Each council is tailored to the specific activity's desire as seen from both the management and the labor union perspective. This technique has proven to be effective in focusing attention on productivity and has resulted in quantifiable improvements as well as intangible benefits through improved communications.

The development of productivity incentives in the Federal Government environment must consider not only the direct production work but also incentives for management to improve productivity. DoD and the Office of Personnel Management are exploring means within the Civil Service Reform Act of 1978 to provide incentives for managers to improve productivity and to recognize this in the performance appraisal process.

4. Measurement and Evaluation.

Included within the DoD program are work measurement, productivity indexes, and unit cost comparisons. Work measurement provides an evaluation of labor efficiency by comparing actual application of workforce time to an established labor performance standard or norm. Productivity indexes provide an evaluation of the efficiency of an operation over time by comparing the output/input relationship in the current period to an established base period. Resources are most commonly expressed in manpower terms since DoD is labor intensive and manpower statistics are readily available. DoD components are encouraged to develop other measures such as total cost or unit costs which will provide consideration of all resources, i.e., manpower, facilities, material, technology, capital, land, and energy. These evaluation techniques have been used in programming and budgeting, in analyzing investment alternatives and in determining manpower requirements.

While DoD policy does require establishment of productivity goals and evaluation of performance, this is still a developing aspect of the DoD program. Improvements to this facet of the program are addressed under Program Initiatives.

D. DoD in the Federal Program.

DoD's participation in the overall Federal Government productivity program began with involvement in the joint OMB, CSC, GAO task group in 1971. DoD provided information that was used in determining the feasibility of the computation of an overall Federal Government productivity index from its existing management data base, and aided in the analysis of the resultant productivity indices. In addition, DoD participated in capital investment surveys and accomplished specific projects requested by the joint task group. Thus, DoD had an experience background to support the Federal Government productivity measurement program when the first data call was issued in 1973.

Over thirty-four percent of the civilian and ten percent of the military work force are covered by productivity measures accepted into the Federal Government productivity measurement program. Additional productivity measures, which will require upgrading or revising before they are acceptable for inclusion in the federal program, cover an additional eighteen percent of the civilian work force and four percent of the military force. Those areas where improved or upgraded measures are to be developed include facilities maintenance, certain areas of depot maintenance, and various personnel activities.

E. Current Program Status

Implementation of the program elements and their integration into the management information mainstream is a continuing process. Work methods and measurement are a part of established management improvement programs of the military departments and defense agencies.

The Productivity Enhancing Capital Investment (PECI) program was re-initiated with specific congressional guidance in FY 1979. Identification of the full perspective of this program will be available in FY 1980.

Workforce motivation has been a component action under broad DoD guidance. More specific direction to strengthen and guide the program will be issued in FY 1979.

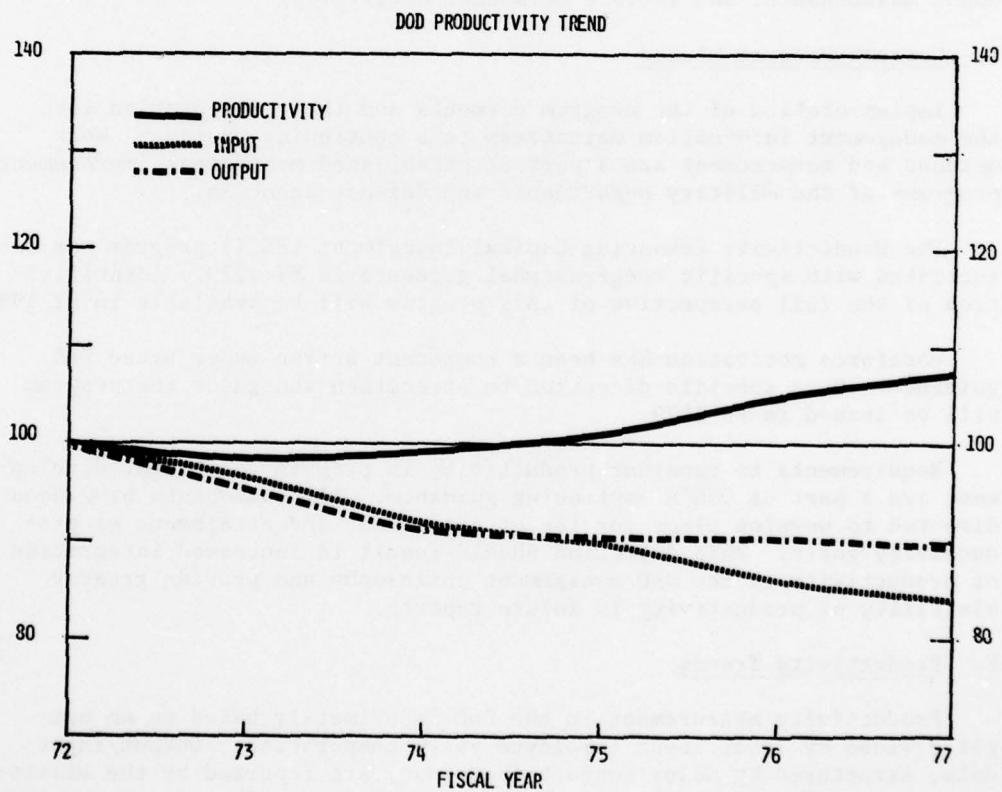
Requirements to consider productivity in program and budget development are a part of OSD's continuing guidance. All components have been directed to develop plans for the establishment and attainment of productivity goals. This direction should result in increased integration of productivity in the DoD management philosophy and provide greater visibility of productivity in future reports.

F. Productivity Trends

Productivity measurement in the DoD is primarily based on an output divided by labor input (employee year) computation. Output/input data, structured by major support functions, are reported by the military services and five defense agencies for the program. The measurement base for FY 1977 totaled 835,000 employee years -- 499,000 direct hire civilians, 293,000 military, and 43,000 indirect hire foreign nationals.

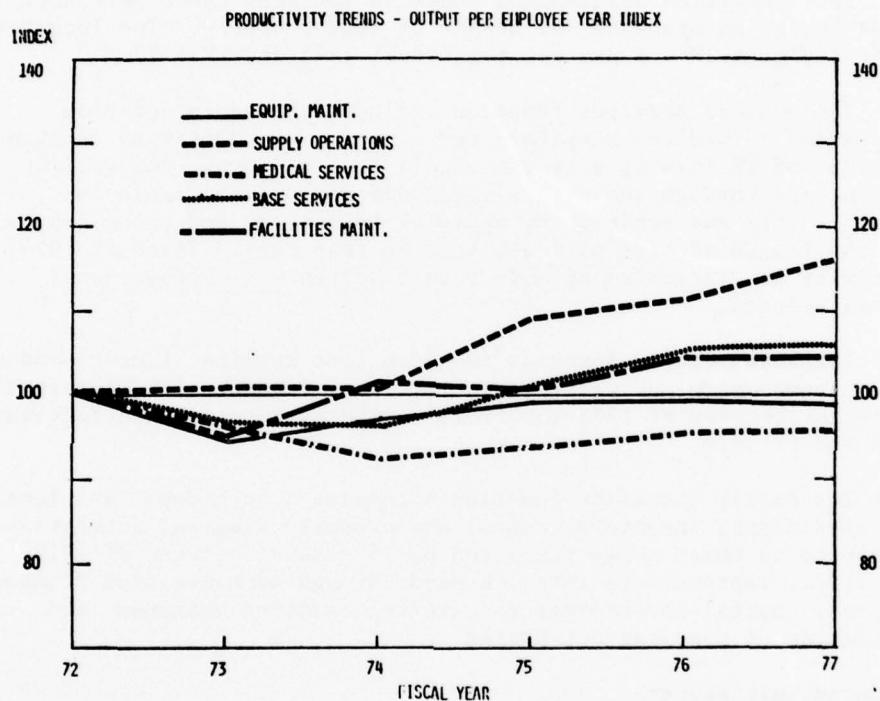
Labor productivity trend data are obtained from the Bureau of Labor Statistics (BLS) as a by-product of the Federal Government productivity index computations. The productivity trend data shown in this section covers the FY 1972 to 1977 period. FY 1972 is the current official BLS base year and includes a more substantial data base than the earlier FY 1967 to 1972 period. The overall DoD labor productivity index, as shown in Chart 1, increased 7.1 percent between Fiscal Years 1972 and 1977. Productivity decreased in 1973 as workloads continued to decline at a faster rate than personnel as a result of the post Southeast Asia conflict adjustment. From FY 1975 to FY 1977 inputs continued to decline as economies were achieved and personnel realignments were realized while workloads began to stabilize. As a result, significant productivity increases were achieved in this period.

Chart 1



Labor productivity indexes for five major functional groupings are displayed in Chart 2. These functions represent approximately 70 percent of the total employee years included in the measurement base. The functional areas are equipment maintenance, facilities maintenance, medical services, base services and supply operations. The total measured employee years and their distribution by civilian, military and indirect hire foreign nationals for these areas are shown in the accompanying table.

Chart 2



DISTRIBUTION OF FY 1977 MEASURED EMPLOYEE YEARS BY FUNCTION
IN THOUSANDS

FUNCTION	TOTAL MEASURED EMPLOYEE YEARS	CIVILIAN	MILITARY	INDIRECT HIRE FOREIGN NATIONALS
Equipment Maintenance	176.1	160.5	11.8	3.8
Supply Operations	72.2	65.1	5.1	2.0
Medical Services	112.0	32.5	77.1	2.4
Base Services	76.7	36.2	33.3	7.2
Facilities Maintenance	138.4	85.5	32.9	20.0

The equipment maintenance productivity index includes depot and intermediate level maintenance activities and automotive maintenance. Included in depot level maintenance are the maintenance and repair of ships as well as other equipment. Productivity output measures used in the maintenance of equipment function (other than ships) are the number of items repaired/overhauled or an equivalent. The output measure currently used in the ship maintenance area is a partial measure of labor productivity. Efforts are underway to improve the quality of the output measures in both areas. Productivity in the equipment maintenance function shows no long-term gain but has recovered from the downturn in FY 1973.

The facilities maintenance function includes those personnel involved in the maintenance and repair of real property. The long-term productivity gain is 4.8 percent between FY 1972 and FY 1977.

The medical services function includes the administration and operation of medical hospitals and clinics. Productivity declined in FY 1973 and FY 1974 as a result of efforts to improve the quality of health care through increasing the staff per patient ratio in hospitals. This was achieved by applying techniques and processes to reduce the length of time patients stay in hospitals. Since FY 1974, productivity has increased by more than 2 percent as employee-year input was reduced.

The base service function includes food service, laundry and dry cleaning, commissary and printing activities. Productivity increased by 6 percent between FY 1972 and FY 1977 with an intermediate decrease in FY 1973 and FY 1974.

The supply operation function encompasses both depot and local supply operations, inventory control and property disposal activities. Productivity in these areas increased by 16 percent between FY 1972 and FY 1977. Improvements were achieved through mechanization of manual operations, capital investments in materiel handling equipment and consolidation of overseas activities.

G. Program Initiatives

Productivity improvement is a continuing process. The dynamics of management in the public sector environment dictate a need for continuing program evaluation and refinement to respond to changing needs and challenges. Productivity program initiatives for FY 1979 and FY 1980 will be addressed in this section.

1. FY 1979 Initiatives.

The most important initiative that has been undertaken in FY 1979 is a review of the program policy and guidance. The basic policy document has been rewritten to:

(a) Restate the program objective to focus on improved methods of operation as a means of achieving maximum output within available resources.

(b) Broaden the scope to include tactical supports units.

(c) Require a planned approach to productivity enhancement.

(d) Emphasize the importance of labor productivity measurement as a focus upon improving utilization of this major resource and as the most universal and easily quantified measure.

(e) Provide incentives to managers by encouraging use of cost savings at the local level.

(f) Require the establishment of productivity plans and goals as a part of the planning, programming and budgeting process.

These policies will be expanded in operating instructions which will provide more specific direction in the areas of enhancement, measurement, and evaluation. Some of the more significant initiatives in these instructions are:

(a) Review of internal productivity measures to enhance their utility to managers within the framework of the PPBS and improve the DoD data input to the Federal Government program.

(b) Stimulate the propagation of successful methods improvement, work measurement, and employee motivation efforts in similar functions throughout the Department by improving the visibility of current efforts.

(c) Investigate computer-aided application of the DoD standard time data to optimize labor standards development and increase the ease of cost estimating.

(d) Implement a uniform approach to management of the PEI program which is responsive to congressional concern and provides a comprehensive perspective of the overall DoD program.

2. FY 1980 Initiatives.

Initiatives which will have an impact on the FY 1980 operating year began with the program planning for FY 1980. OSD program guidance required the establishment of productivity goals by function by major command; a plan to accomplish these goals; and a plan for utilization of the resultant resource savings.

The budget guidance for FY 1980 sustained the thrust of the program guidance and requested that the program productivity data be used

to support the budget. For several years, the Department has requested, as a part of individual service/agency procurement requests, special funds to finance small-dollar fast payback capital investment opportunities as they occurred during the operating budget year. Budget guidance for FY 1980 requested that all major PECI items be identified as specific items on separate budget lines including the amount of the special fast payback opportunistic funds, termed "Productivity Enhancing Incentive Funds" (PEIF). Results from these investments should be reflected in outyear budget requests.

While these actions represent positive steps initiated to integrate productivity considerations into the programming and budget cycle, it is recognized that changes of this nature take time to plan and implement. The DoD components were thus encouraged to implement this direction to the extent feasible for FY 1980 and to develop a time-phased plan to achieve full implementation. The degree of implementation attained will be addressed in the following section.

H. Component Programs

1. Department of the Army Productivity Program.

a. Overview.

(1) Program Description and Responsibilities.

The Army is aware that successful accomplishment of its mission depends largely upon an aggressive effort to increase the efficiency of the work force and decrease the overall cost of accomplishing its mission. In the area of productivity, this effort has been formalized by Army Regulation 5-4, DA Productivity Improvement Program. At Headquarters, Department of the Army, the Comptroller of the Army is responsible for providing overall guidance on the Army's productivity improvement effort. Commanders of major Army commands (MACOMS) and separate agencies are responsible for enhancing productivity. MACOMS/Agencies are required to establish formal programs to review and improve work methods, establish labor performance standards, identify fast payback capital investment opportunities and pursue the procurement and installation of such investments under specialized funding procedures. The program has established an Army-wide mechanism for the improvement of productivity, and as a result, there is an increasing awareness, appreciation, and understanding of productivity among Army managers at all levels of command.

(2) Outstanding or Unique Efforts.

An additional dimension to the Army's productivity effort is the organized use of value engineering techniques to analyze the functions of Army systems, operations, maintenance, equipment, facilities, procedures, and supplies to identify and eliminate unnecessary functions thereby reducing cost and achieving other collateral benefits that improve

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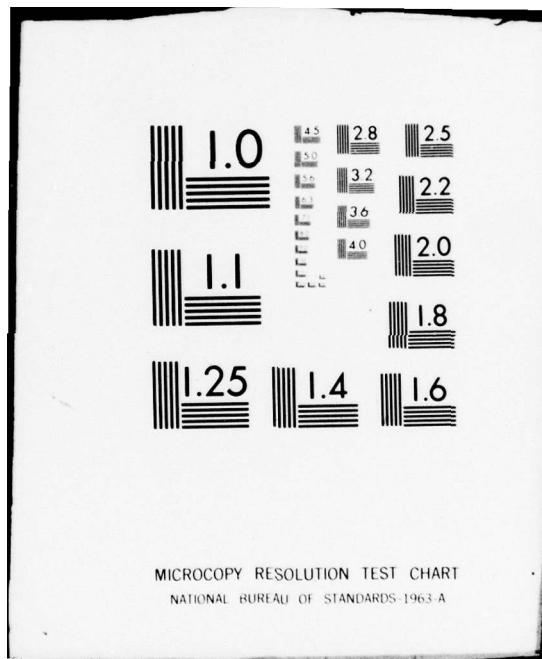
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productivity. The net result of this effort has been major dollar savings in materiel acquisitions and improvements in logistics, packaging, reliability, maintainability, weight, parts availability and production lead time.

b. FY 1980 Initiatives.

(1) Establishment of Productivity Goals.

Army functional proponents had established annual productivity improvement goals for their functional areas through FY 1978. These goals have not proven to be effective since productivity measurement has not been fully effective. New initiatives discussed below should provide a firm base for productivity measurement in the future. Beginning in FY 1981, productivity goals will be used in measurable areas.

(2) Productivity in Support of the Budget.

Army productivity initiatives and impacts were not specifically addressed in the FY 1980 budget submission. DA Headquarters currently imposes minimal reporting requirements on its commands to report productivity improvement data and consequently a comprehensive statement on the full extent of productivity improvements was not available.

(3) Impact of Initiatives on FY 1980 and Outyears

The Army's initiatives and related impacts begin in FY 1981. A discussion of these initiatives is contained in the following paragraphs:

(a) Work Methods and Measurement.

This program is the keystone of the Army's productivity effort. Major commands have been directed to pursue an aggressive methods and standards improvement effort and use the data to achieve more efficient management of installation resources, to assist in determining required resources, to justify such resources in the budget and to provide a basic input of standards to the manpower determination process. Specific emphasis has been placed on the development of statistically reliable standards that can be used to measure productivity trends; to serve as a basis for development of manpower staffing standards; and to improve performance factors used in the budgeting process.

(b) Productivity Enhancing Capital Investment (PECI).

Productivity improvement involves the timely capital investment in tools and equipment. The Army has been the leader in timely identification of productivity enhancing capital investment and in establishing special funding procedures to allow rapid installation of the capital improvement and thereby provide rapid enhancement of productivity.

The Army proved this concept with capital investments totaling \$17.5 million during FY 73-77 which yielded savings of \$54.7 million during that period with additional savings accruing in future years. Funds of \$9.8 million requested for this program were deleted by the Congress in FY 1978. The program was reinstated in FY 1979 and the Congress approved funds of \$5.9 million. An additional \$2.0 million has been earmarked in the industrial fund for capital improvements. The loss of funding in FY 1978 and FY 1979 Congressional restrictions which reduced individual project funding limits from \$100,000 to \$40,000 have reduced the momentum of this program. The Army's FY 1980 Budget requested \$3.0 million for this fast payback investment program and an additional \$2.6 million program has been established for the industrial fund in the same fiscal year. The programming of PECI dollars will be expanded for the first time in FY 1981 in three categories:

- Fast Payback - Payback within two years with cost not exceeding \$40K.
- Intermediate - Payback within five years with cost not exceeding \$900K.
- Major - Payback within five years with cost over \$900K.

(c) Worker Motivation.

The Army's worker motivation and quality of working life programs are indirectly linked to the productivity improvement effort. While the Army recognizes the potential of such programs to improve productivity, it has found that it is very difficult to establish a measurable relationship between worker motivation programs and productivity changes. Current Army policy requires that each command incorporate into their productivity program timely recognition of individuals, groups or organizations who contribute in a exceptional manner to improving productivity. Efforts will be made to establish a measurable relationship between worker motivation programs and productivity changes.

(d) Output Measurement and Productivity Evaluation.

This effort is directly linked to the work methods and measurement effort. As statistically reliable higher level standards are developed, new performance factors can be developed so that outputs can be measured more precisely.

2. Department of the Navy Productivity Program.

a. Overview.

(1) Program Description and Responsibilities.

The primary policy guiding the implementation of the Department of the Navy productivity program is that all managers develop programs for improving performance and cost effectiveness through the establishment of productivity improvement goals. The locally managed programs include a capital investment planning and financing program which ensures timely identification and funding of productivity enhancing opportunities. A system using work measurement and cost and productivity data in support of the development of the Navy military/civilian manpower budget for shore support facilities is being developed with implementation of the complete system projected for FY 1981. A similar system is currently in effect for military personnel assigned to other than the shore support establishment. In addition, emphasis is placed on programs which motivate all personnel to develop and apply methods and procedures to improve productivity. Included in these programs are not only awards for implemented productivity related suggestions, but also the detailing of contributions to the program in fitness reports and other personnel performance evaluations.

The responsibilities for Department of the Navy productivity program rests in the Office of the Assistant Secretary of the Navy for Manpower, Reserve Affairs and Logistics. The Chief of Naval Operations (CNO) and the Commandant of the Marine Corps (CMC) are responsible for developing, implementing and maintaining productivity guidelines and operating procedures which will encourage efforts to improve labor productivity and cost effectiveness.

(2) The Navy Program.

The Navy has many large industrial activities which are engaged in the maintenance and repair of a wide array of unique and complex weapon systems. The primary emphasis in the Navy productivity program is on improving labor productivity at those industrial activities where the potential payoff is significant. The current focus of this effort is on the naval shipyards, the largest group of the many Navy facilities, with the continued development of the Naval Shipyard Productivity Plan. The program's major objective is to develop productivity enhancement initiatives as a means to more effectively manage and allocate resources through use of productivity data in program, budget and performance evaluations.

(3) The Marine Corps Program.

The Marine Corps is in the process of preparing an order on productivity to provide guidance to field commands and Headquarters Marine Corps functional managers. The guidance will consist of specific instructions for the development, implementation and maintenance of a comprehensive productivity program for use as a management tool by all levels of management. The commands will be expected to plan, identify and accomplish certain productivity improvement plans and actions in the budget process. Functional managers at Headquarters Marine Corps will assist in the planning and identification of productivity improvement actions and will ensure the accomplishment of the goals identified.

Current efforts in the areas of methods analysis/standards development, worker motivation, output measurement and fast payback capital investment, as well as other productivity enhancing efforts will be coordinated under a comprehensive program. Responsibility will reside with the Deputy Chief of Staff for Manpower.

(4) Outstanding or Unique Efforts.

The naval shipyards currently have ongoing programs to improve work methods and measurement. Special emphasis is being given to the use of capital investment items to enhance productivity. New motivational methods for encouraging workers to perform more efficiently are being initiated wherever possible, and increased training is being provided to supervisors and managers to enable them to better use productivity enhancing techniques.

A single system for determining the requirement for civilian and military manpower in the shore support establishment is currently being developed by the Navy. The Shore Requirements, Standards and Manpower Planning System (SHORSTAMPS) includes: (1) a method for describing parametrically which kind and how much work must be done, and (2) a means of translating this workload to manpower requirements through a set of staffing standards.

Headquarters Marine Corps intends to establish a Marine Corps Productivity Council consisting of representatives from each major staff element who will establish goals, review efforts and provide necessary guidance to ensure a successful program.

b. FY 1980 Initiatives.

(1) Establishment of Productivity Goals.

Specific productivity goals were not established for FY 1980 as the validity of internal measures was being evaluated. It is expected that goals will be established for FY 1981 in those functional areas where valid data relationships exist.

The primary initiatives in the Navy productivity program will continue to be in the naval shipyard program with the ongoing development of the Naval Shipyard Productivity Plan. The objective of the naval shipyard depot level productivity improvement effort is to improve services to the fleet by completing all shipwork on time, at reasonable cost, with requisite quality, and with safety and security.

Within the Marine Corps, goals will be established by each functional manager. Those functional managers successful in improving productivity will receive priority consideration in the use of realized savings. Budget submissions will be reviewed by each functional manager to ensure supporting productivity data is accurate, complete and achievable. Programmed, identified and realized savings will be reported and redistributed in accordance with guidelines established by higher authority and will become an integral part of budget and federal productivity report processes.

(2) Productivity in Support of the Budget.

The FY 1980 Navy budget guidance included a request that productivity data be incorporated into the budget where applicable. Managers were to reflect in the budget estimates all productivity actions which would have an effect on financial requirements in the current or budget years. Consideration was to be given to the programming of productivity improvement funds and resources, capital labor substitutions, impact of changes in productivity on manpower requirements, or other changes at the industrial activity which would affect productivity. Identification of resulting savings was to be provided in budget justification material. While guidance was issued, the budget processing time did not allow for incorporation of productivity considerations into the FY 1980 budget. Additional guidance relative to incorporating productivity data into the FY 1981 budget preparation process will be provided upon promulgation of the revised Department of Defense Directive and instructions on the DOD productivity program.

(3) Impact of Initiatives on FY 1980 and Outyears.

(a) Work Methods and Measurement.

The Naval Shipyard Productivity Plan emphasizes installing better material control procedures, increasing the use of labor standards, work methods improvements, and other relevant projects. Refinements in all operating areas will continue to be made wherever possible to achieve short-term payoffs. All Navy industrial activities are pressing forward in the areas of improved work methods, new simplified motivational techniques to improve worker output, utilization of improved procedural systems, total workflow process and increased training at all levels.

(b) Productivity Enhancing Capital Investments (PECI).

The Naval Shipyard Productivity Plan (currently being developed) places major emphasis on increasing productivity by greater use of fast payback investment funds. The Navy has requested \$3.0 million for Productivity Enhancing Investment Funds (PEIF) for FY 1980.

(c) Worker Motivation.

Recognition of personal responsibility and accountability for supervision, for proper manning of work in overhead and productive areas, and for requiring a fair day's work from all employees are the key notes in this effort.

(d) Output Measurement and Productivity Evaluation.

Work is also proceeding on developing more useful and timely performance measures for managers at all levels in the Navy and the Marine Corps.

3. Department of the Air Force Productivity Program.

a. Overview.

(1) Program Description and Responsibilities.

(a) The primary purpose of the Air Force Productivity Program is to achieve steady productivity growth to help attain the highest level of preparedness with available resources.

(b) In Headquarters, U.S. Air Force, The Assistant Secretary of the Air Force (Financial Management) is responsible for providing overall guidance for the Air Force Productivity Program, and the Directorate of Manpower and Organization is the Office of Primary Responsibility (OPR) in the Air Staff.

(2) Outstanding or Unique Efforts.

The Air Force has a sophisticated and proven methodology to measure labor and determine manpower requirements which is primarily accomplished through the Management Engineering Program (MEP). The MEP uses recognized management and industrial engineering work measurement techniques to develop manpower standards and guides. The standards and guides developed by the MEP incorporate productivity changes including those obtained through reorganizations, technological improvements, improved methods, better working conditions, and other productivity enhancements.

b. FY 1980 Initiatives.

(1) Establishment of Productivity Goals.

The Air Force has learned that the best results are achieved when the people and units responsible for productivity savings share immediately and directly in the profit. Conversely, local initiative is understandably stifled when there is no reward, or worse when the local action is followed by the withdrawal of resources. The Air Force plans to increase efforts to provide the necessary environment and incentives which will encourage people and units to participate in productivity improving endeavors. Specific productivity goals were not established for FY 1980 as the validity of internal measures was being evaluated. It is expected that goals will be established for FY 1981 in those functional areas where valid data relationships exist.

(2) Productivity in Support of the Budget.

Resources freed by past or future productivity initiatives will be reinvested within a stable resources level to help pay for the costs of essential improvements in the readiness posture of the Air Force. The impact of several of these specific initiatives can be seen in the paragraphs that follow.

(3) Impact of Initiatives on FY 1980 and Outyears.

The Air Force has many continuous programs and specific initiatives with the goal of improving productivity. The purpose of this section is to cite a few examples, both large and small, which have or could affect FY 1980 and future years.

(a) Work Methods and Measurement.

A concerted effort is being made to reduce the time required to develop manpower standards through the Management Engineering Program by such methods as reducing the number of measurement points, having the same individuals perform all of the work measurement during a study and refining the application phase.

During FY 1978, an initiative was begun to revalidate Air Force Logistics Command's depot maintenance labor standards. The standards revalidation program has resulted in a net reduction in direct standard labor hours.

An increasing number of state governments are imposing Continuing Legal Education (CLE) as a prerequisite to an attorney's license to practice law. Sending judge advocates to their home state to complete the education would involve large TDY and registration costs as well as lost duty time. This cost was avoided by developing a mobile CLE system consisting of low-cost television

seminars, text books and donated talents of prominent lawyers. The program has been approved by every applicable state government as meeting CLE requirements.

The Technology Repair Center Concept (TRC) has been implemented in Air Force Logistics Command (AFLC). Redundant facilities and overhead functions were eliminated by consolidating at one location the repair capability for items that essentially required the same processes or technology. TRC resulted in a savings of over 1,100 manpower spaces.

(b) Productivity Enhancing Capital Investments (PECI).

The Depot Plant Modernization Program (DPMP) is an initiative that focuses on providing new or remodeled facilities and equipment for the depots to meet future workloads. DPMP represents an investment of \$364 million that will return over one billion dollars in lower operating costs including approximately 3,900 manpower spaces.

The effort to improve the USAF Physical Security Program through large scale adoption of intrusion technology continues. The program provides systems/equipment performing basic security functions which were previously totally manpower dependent. The net result is significantly improved capabilities against hostile activity involving USAF resources.

One of the many efforts to improve productivity is the Air Force Fast Payback Capital Investment Program (FASCAP). FASCAP allows for the investment in productivity enhancing equipment which can be amortized in two years through the reduction of manpower or operating costs. With the \$6.5 million expended in FY 1977, the first year of the program, the Air Force expects to achieve approximately \$12 million in two-year savings and over \$50 million during the life cycle of the equipment being procured. The Air Force plans on continuing FASCAP using the \$3.62 million approved by Congress for FY 1979 and requesting \$3.83 million for FY 1980.

(c) Worker Motivation.

The Air Force plans to continue the employment of job enrichment as a management process for redesigning jobs with the goals of making them more interesting and challenging. Potential benefits include higher morale, higher retention and increased productivity.

The Air Force encourages voluntary participation in improving efficiency and effectiveness in the Air Force through the very successful Air Force Suggestion Program. In FY 1977, of the 135,000 suggestions received, 27,000 were adopted with benefits of \$110 million and awards of \$1.8 million.

(d) Output Measurement and Productivity Evaluation.

The Air Force encourages the use of all programs, techniques and disciplines to increase and measure productivity.

4. Defense Contract Audit Agency (DCAA) Productivity Program.

a. Overview.

The Defense Contract Audit Agency is continuing to pursue new measurement methods and productivity goals for its auditors. Regional Productivity Principals have been designated to serve as focal points with responsibilities for this program in each region. In addition, a formal program of productivity reporting has been established.

As an audit agency, DCAA is faced with workload characteristics that cannot be quantified. For example, auditor's presence at a contractor location may encourage contractor representatives to be more attentive to the accuracy of cost submission. In its operations, this agency strives to maintain an optimum balance of productivity, effectiveness, and quality in each audit. The quantification of the latter factors and the integration of all these factors are difficult to quantify and measure. Research and development efforts toward meaningful measurements continue. At present, the agency has no comprehensive system for measuring the impact of intangible factors influencing much of its work.

b. FY 1980 Initiatives.

DCAA has established, as an FY 1980 goal, a productivity increase of 2 percent. An increasing workload without corresponding increase in staffing requires the agency to continually stress the importance of productivity in all audit responsibilities. Productivity factors are used as an aid for management decisions and are integrated into the budget process. Productivity is, and continues to remain, an important element of the agency's management concern.

5. Defense Intelligence Agency (DIA) Productivity Program.

a. Overview.

The DIA productivity enhancement program is the responsibility of the Comptroller of DIA.

b. FY 1980 Initiatives.

The FY 1980 initiatives for DIA include the following productivity enhancement goals:

(1) Optimizing base communications service to DIA and other intelligence components in the National Capital Region (NCR).

(2) Optimizing printing service to DIA and other selected intelligence components while reducing external printing costs.

c. Impact of Initiatives on FY 1980 and Outyears.

Planned actions to optimize base communications service in the NCR include the upgrading of the DIA Defense Special Security Communication System computers and their software applications. This project is being implemented to absorb the impact on DIA due to the closure of the Army and Air Force SI/SAO Pentagon communication centers and to handle the 150 percent increase in message traffic without employing additional manpower. The Army and Air Force closures resulted in declared savings in FY 1978 of 41 manpower spaces and approximately \$138,000 per year in leased communications costs.

The replacement of assorted major equipment items which upgrade existing printing capabilities within DIA will optimize this service. Although there will be no additional manpower savings realized from these planned actions, the new equipment is necessary to accommodate increasing requirements.

6. Defense Investigative Service (DIS) Productivity Program.

a. Overview.

DIS is a federal law enforcement and personnel security investigative agency which conducts investigations within the 50 states, District of Columbia, and Puerto Rico. A Productivity Enhancement Committee was established in June 1978 for the purpose of program oversight. The Productivity Enhancement Committee, composed of key staff directors, meets periodically to explore the areas of PECI and workforce motivation. Of particular concern, and an area to be evaluated, is the impact output increases will have on the quality of the product being provided the customers.

b. FY 1980 Initiatives.

A goal of 217 investigative leads closed per agent per month has been established for FY 1979 and a goal of 221 leads per agent for FY 1980. Increased productivity for the outyears is anticipated at approximately 1.5 percent per year through FY 1984. Management engineering effort is being spent in the measurement of agent productivity in the ten DIS regions. The goal is to develop manpower determinants for use in substantiating requirements and in allocation of resources.

7. Defense Logistics Agency (DLA) Productivity Program.

a. Overview.

The Agency's resource management processes have been tailored to the objective of progressive productivity improvement. Methods improvement, including capital investment for systems automation, performance standards, and productivity measurement techniques are integral elements in a comprehensive DLA resources management system which encompasses: (1) a cost/manhour accounting system to collect basic resource consumption data; (2) a management information system to report operating results; (3) a management engineering program to improve and standardize methods and measure labor efficiency relative to standards; (4) a performance evaluation reporting system for top management assessment of the workload/resource relationship; (5) a formal management review process for executive management performance appraisal; and (6) a programming/budgeting system which translates workloads, production rates and unit costs into personnel and financial resource requirements. Responsibility for the DLA productivity program is assigned to the Comptroller, DLA.

(1) Work Methods and Measurement.

The performance measurement and evaluation components of the DLA resources management system function from the lowest work center level at field installations to the agency headquarters. Major emphasis is placed on the methods improvement phase of the standards-setting process at the lowest level, thereby promoting increased labor efficiency.

(2) Output Measurement and Productivity.

In DLA, performance standards are developed for application at the work center level and are progressively aggregated and applied in translating workloads to manpower and related funding requirements. Summary standards are also applied in the performance evaluation system that has been designed to maintain continuous management surveillance over current workload/resource trends and relationships.

b. Outstanding or Unique Efforts.

DLA was an active participant in the joint GAO/OMB/CSC productivity measurement project in FY 1971-73. That project resulted in the establishment of the ongoing government-wide productivity improvement initiative. Because of the innovations and relatively advanced state of development of the DLA program, it was used by the project team as a prototype for the development of guidelines for work measurement systems throughout the Federal Government.

The DLA management system has enabled the agency to cope effectively with changing workloads and expanded mission assignments through timely adjustments to the workforce. During the FY 1973-1978

timeframe, DLA realized an average annual net productivity increase of 5 percent in its prime mission programs, while absorbing several new missions without commensurate growth in total employment. This general improvement resulted largely from capitalizing on systems improvements through mechanization and automation, and a host of methods and procedures refinements generated by aggressive management engineering efforts.

c. FY 1980 Initiatives

(1) Establishment of Productivity Goals.

Increases in workload experienced during FY 1978 and continuing into FY 1979, with concurrent reductions in resources, resulted in an additional 8 percent productivity gain for FY 1979. For FY 1980, we expect to achieve an additional 2 percent gain.

(2) Impact of Initiatives on FY 1980 and Outyears.

(a) Output Measurement and Productivity.

The quantitative output measures used in the DLA Productivity Program provide information on workload volumes in terms of selected mission-oriented end products. Of equal importance, however, are qualitative indicators which reflect program effectiveness in terms of responsiveness and client satisfaction. The DLA system provides for continuing evaluations of both efficiency and operational effectiveness in the management review process.

(b) Productivity Enhancing Capital Investments.

DLA has received \$1 million authority in support of PECI in FY 1979 and the Agency has requested a similar amount in the FY 1980 budget submission.

8. Defense Mapping Agency (DMA) Productivity Program.

a. Overview.

(1) Program Description and Responsibilities.

DMA productivity improvement efforts are carried out under the DMA Effectiveness/Productivity (E/P) Program, which was begun when the agency became operational in July 1972. The Deputy Director, Management and Technology, is responsible for recommending productivity goals to the Director and for overall direction of efforts to meet approved goals. The E/P Program is integrated into the management processes and is an identified responsibility at the various echelons of supervision. To a substantial degree, the E/P improvements result from initiatives by individuals and production units. The impetus was, and continues to be, to free up resources in order to reduce the shortfall

in meeting the validated requirements of the commands for DMA products and services. This thrust is supported by treating the reinvestment decision as part of the validation process on each productivity improvement action.

(2) Outstanding or Unique Efforts.

The more significant E/P actions have occurred in the following areas during FY 1973-79:

<u>Areas</u>	<u>Total Benefits (\$000)</u>
Organization & Management Improvements	\$16,572
Production Techniques/Procedures	12,790
Production Materials	2,271

b. FY 1980 Initiatives.

(1) Establishment of Productivity Goals.

Productivity in the function of map and chart development and production, which covers 98 percent of DMA resources, is projected to increase 3.3 percent in FY 1980, compared to FY 1979. The remaining 2 percent of DMA resources are devoted to the function of military training. Based on the currently stated requirements of the services for trainee allocations, productivity in this function will be 5.8 percent higher in FY 1980 than in FY 1979. The projected productivity increases have been directed in the FY 1980 budget toward meeting significant shortfalls, primarily in supporting the Digital Landmass System Program and the maintenance of map and chart accuracy and currency.

(2) Impact of Initiatives on FY 1980 Outyears.

Resource investments and other initiatives taken in FY 1980 will further enhance DMA productivity in the outyears, permitting available resources to be better used in meeting production shortfalls in other validated requirements for DMA products and services. Investments in productivity enhancing capital investments are projected to free-up \$3 million worth of production capabilities for other production requirements. Further efficiencies are expected to result from technical process improvements, particularly in the digital production area.

CHAPTER XVII

MANPOWER DATA STRUCTURE

A. Introduction

This chapter provides audit trails of changes to the DPPC structure that have been implemented since publication of the Defense Manpower Requirements Report for FY 1979.

B. Structure Changes

Activity transfers and other management actions result in a number of changes within the DPPC structure. These changes do not affect total manpower but do represent corrections, refinements and management actions which alter the manner of accounting for this manpower. The changes since the FY 1979 DMRR by component are included in the following table.

AUDIT TRAIL
(End Strength in Thousands)

ACTIVITY	FROM	TO	MILITARY				CIVILIAN			
			FY 78	FY 79	FY 80	FY 81	FY 78	FY 79	FY 80	FY 81
<u>ARMY</u>										
Logistic Support Activities Realignment		Central Logistics	Centralized Support Activities	0.2	0.2	0.2	0.2	0.2	0.2	0.2
MA Support, Europe	Land Forces	Intelligence	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Strategic Army Communications	BOS	Centrally Managed Communications	0.5	0.5	0.5	0.5	2.9	2.9	1.2	1.2
Realignments in RDTT	Centralized Support Activities	Research & Development	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5
Combat Developments	Individual Training	Centralized Support Research & Development	1.4	1.4	1.4	1.4	1.1	1.1	1.1	1.1
Vertilead Realignment	Central Logistics	Development								
<u>NAVY</u>										
Naval Education Training Professional Development Center, Pensacola		Force Support Training	BOS	*	0.2	0.2	0.2	0.2	0.2	0.2
Naval War College, Newport	Individual Training	BOS	*	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Naval Air Technical Training Center	Individual Training	BOS	0.1	0.3	0.3	0.3	0.1	0.1	0.1	0.1
Naval Education Training Support Center	Individual Training	BOS	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Fleet Combat Training Center Pacific	Individual Training	BOS	*	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Mumerous small training activities	Individual Training	BOS	0.2	0.7	0.7	0.7	0.7	0.7	0.7	0.7
each totalling fewer than 50										
Wholesale Consolidation	BOS	Central Logistics	0.4	0.4	0.4	0.4	0.4	0.4	0.4	0.4
NAMMAC Realignment	BOS	Central Logistics	0.6	0.6	0.6	0.6	0.6	0.6	0.6	0.6
NAF El Centro	Research and Development	BOS	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
Navy Photo Center	Centralized Support Activities	Force Support Training	0.2	0.2	0.2	0.2	0.2	0.2	0.2	0.2
*Less than 50										
<u>Marine Corps</u>										
Marine Corps Districts Support	BOS	Personnel Support	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Active Support to Marine Corps Reserve	Tactical Air Forces	Land Forces	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Forward Area Air Defense Batteries	Tactical Air Forces	Land Forces	0.1	0.1	0.1	0.1	0.1	0.1	0.1	0.1
Transients to Initial Skill Training	Transients	Students/Trainees	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5
Reserve Readiness Support	BOS	Centralized Support Activities								

AUDIT TRAIL
(End Strength in Thousands)

<u>ACTIVITY</u>	<u>FROM</u>	<u>TO</u>	<u>MILITARY</u>						<u>CIVILIAN</u>		
			<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>	<u>FY 81</u>	<u>FY 78</u>	<u>FY 79</u>	<u>FY 80</u>	<u>FY 81</u>	
<u>AIR FORCE</u>											
Strategic Training Range		Offensive Strategic		Force Support							
				Training							
Air University Field Printing Plant	BOS			Force Support							
				Training							
Medical Aid Stations											
Strategic R&M Support	BOS			Force Support							
				Training							
4000th Aerospace Applications Group	BOS										
Power Production											
Tactical Air Forces Students											
Accelerated Copilot Enrichment											
Offensive Strategic											
Individual Training											

AUDIT TRAIL
(End Strength in Thousands)

ACTIVITY	FROM	TO	MILITARY				CIVILIAN			
			FY 78	FY 79	FY 80	FY 81	FY 78	FY 79	FY 80	FY 81
AIR FORCE (Cont'd)										
Validation of FMS Support			0.2	0.2	0.2	0.2	1.8	2.2	2.3	2.2
Centralized Support Activities			0.1	0.1	0.1	0.1	0.2	0.3	0.3	0.2
Research and Development			0.1	0.1	0.1	0.1	1.4	1.6	1.7	1.7
Central Logistics			*	*	*	*	0.1	0.1	0.1	0.1
BOS			*	*	*	*	*	*	*	*
Force Support Training										
Intelligence			1.3	1.3			0.4	0.4		
BOS										
Research and Development			0.4	0.5	0.5		0.3	0.3	0.3	
Central Logistics			0.4	0.4	0.4		0.5	0.5	0.5	
Western Test Range										
Eastern Test Range Support										

*Less than 50

CHAPTER XVIII
SECURITY ASSISTANCE MANPOWERA. Introduction.

In support of our national security, the U.S. government provides defense material and services to certain foreign governments. Some assistance is in the form of U.S. funded grant aid under the Military Assistance Program (MAP) and the International Military Education and Training Program (IMET). The majority of security assistance is fully funded by the foreign governments through the Foreign Military Sales (FMS) program.

DoD military and civilian manpower is required to support the security assistance program. Some DoD employees work full-time on security assistance. However, most spend only part of their time on security assistance work that is integrated with their other duties. For example, DoD employees in maintenance depots overhaul tanks belonging to foreign governments as well as those of the United States.

B. DoD Manpower Requirements by DPPC.

1. Security assistance manpower is shown by DPPC in the following table. All of this manpower is included in the manpower request described in Parts A and B of this report. Unlike Parts A and B, in which manpower is expressed in terms of end-fiscal year strength, the manpower shown below is expressed in manyears. Manyears are used because of the large proportion of part-time work involved in security assistance.

DoD Manpower Requirements for the
Security Assistance Program
(Manyears in Thousands)

	FY 1978		FY 1979		FY 1980	
	Actual		FY 1980	Budget	Mil	Civ
Mil	Civ	Mil	Civ	Mil	Civ	
<u>Strategic</u>	*	0.1	*	0.1	*	0.1
<u>Tactical/Mobility</u>	0.1	-	0.1	-	0.1	-
<u>Auxiliary Activities</u>	0.2	1.1	0.2	1.1	0.2	0.9
Intelligence	*	*	*	*	*	*
Centrally Managed Communications	*	*	*	*	*	*
Research and Development Activities	0.2	1.1	0.2	1.1	0.2	0.9
Geophysical Activities	*	*	*	*	*	*
<u>Support Activities</u>	9.5	16.5	10.4	18.1	10.3	18.4
Base Operating Support	1.5	1.6	1.5	1.8	1.4	1.8
Medical Support	0.2	*	0.2	*	0.2	*
Personnel Support	-	-	-	-	-	-
Individual Training	1.4	0.4	1.4	0.3	1.4	0.3
Force Support Training	0.9	0.1	1.0	0.1	0.9	0.1
Central Logistics	0.3	9.6	0.3	10.5	0.3	10.8
Centralized Support Activities	4.9	4.1	5.6	4.6	5.7	4.8
Management Headquarters	0.3	0.6	0.3	0.7	0.3	0.7
Federal Agency Support	-	-	-	-	-	-
<u>Total DoD</u>	9.8	17.6	10.7	19.2	10.6	19.4
Army	1.7	7.0	1.8	7.8	1.9	8.1
Navy	2.1	3.8	2.7	3.9	2.8	3.9
Marine Corps	*	*	*	*	*	*
Air Force	6.0	6.6	6.1	7.2	5.9	7.1
Defense Agencies	-	0.2	-	0.3	-	0.3

Note: Detail may not add to totals due to rounding.

*Fewer than 50.

Security assistance manpower will increase from 27,400 manyears in FY78 to 29,900 in FY79 and 30,000 in FY80.

The next table shows how much of the total security assistance manpower is funded from U.S. appropriations and how much is paid from foreign reimbursements:

	DoD Manyears in Thousands							
	FY 1978		FY 1979		FY 1980			
	Actual				FY 1980 Budget			
	Mil	Civ	Mil	Civ	Mil	Civ	Mil	Civ
U.S. Funded	0.8	0.9	0.8	0.9	0.8	0.9		
Foreign Funded	9.0	16.7	9.9	18.3	9.8	18.5		
Total	9.8	17.6	10.7	19.2	10.6	19.4		

2. The following paragraphs describe significant changes in security assistance manpower requirements in FY 1980 compared with FY 1979.

a. Research and Development Activities

Civilian manyears decline by about 200 during FY 1980 due to the projected reduction of FMS workload associated with missile development and the Saudi Arabia ship transfer program.

b. Central Logistics

Civilian requirements increase by about 300 manyears in FY 1980 due to FMS workload increases in inventory control and supply activities. The increased workload is primarily associated with new FMS cases such as the F-16, F-15, PEACE SUN & PEACE HAWK VII programs.

c. Centralized Support Activities

This category includes all full-time manpower reimbursed directly by FMS, regardless of the function being performed. Military Assistance Advisory Groups (MAAGs) are also in this category; MAAGs receive both U.S. MAP funds and foreign reimbursement through the FMS administrative surcharge.

The military manyear increases in FY 1979 and FY 1980 reflect the assignment of Navy personnel to implement the Saudi Naval expansion program also to train Iranians to man Spruance class destroyers and to operate and maintain helicopters. These and other planned manpower requirements related to Iran are currently being reviewed.

The civilian increases in FY 1979 and FY 1980 are for the Army Corps of Engineers Saudi construction program.